

# Labor Practices

SOCIAL



## Promotion of diversity and inclusion

### ► Policy and Concept

In April 2022, we formulated the Kansai Electric Power Group Diversity and Inclusion Promotion Policy. Toward the realization of this policy, we will work on human capital development to empower each employee to be dynamic in their work by willingly taking on challenges, thereby leading to the realization of the “Kanden Transformation.” We will also develop an internal environment allowing our employees to adopt diverse career paths and “workstyles” to maximize their abilities with increased motivation. Our dedicated organizations will continue to take the lead in advancing various initiatives, including periodical information dissemination and training, as well as creation of a company-wide lateral meeting structure to share and adopt successful examples of initiatives taken by each division/workplace across our Company and group companies (implemented since fiscal 2023). We will make structures and enhance systems to boost autonomous D&I promotion by respective divisions.

#### ● Kansai Electric Power Group Diversity and Inclusion Promotion Policy

1. By respecting, accepting, and utilizing the “differences” of each individual and making diverse senses of value and ways of thinking into sources of strength for the organization, we will create innovation and establish a competitive corporate group.
2. We seek to realize workstyles and to cultivate workplace environments that enable everyone to exercise their abilities to their fullest extents, regardless of gender, age, nationality, and disabilities or experienced life events and careers.



### ► System

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

Management office: D&I Promotion Group, Office of Human Resources and Safety Management of the Kansai Electric Power Co., Inc.  
(Exclusive organization established in 2011)



## 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 percentage of workers with disabilities reached 2.5% (as of June 1, 2023), having continuously achieved the legally required percentage (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 also creating a comfortable work environment tailored to the characteristics of individuals with disabilities.

Pont des Tech, Inc., a member of the Kansai Electric Power Group, provides expertise in the refurbishment of used PCs from the perspective of creating safe and high-value-added jobs for special affiliate companies, thus contributing to the promotion of employment of people with disabilities in society as a whole.



Pick-up and delivery work

\* 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

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. In addition, as part of efforts to improve the environment so that all generations can continue to play an active role into the future, labor and management are discussing the extension of the retirement age to 65.

Note: Number of rehired employees (retired employees) at the end of March 2023: Approximately 950

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

As a new measure, we will introduce a mentoring program by executive officers (started on a trial basis in January 2023, with full implementation scheduled to start in the second half of fiscal 2023). With this program, an executive from the Company serves as a mentor to women at the section manager level in supporting the autonomous career formation of each individual employee and fostering their abilities, thereby increasing the number of female executives. Although the Company does not adopt a gender-specific wage structure, the difference in average years of service has caused a gender wage gap. In this regard, we have various support systems to balance between work and childcare, etc., and we are actively promoting female employees to managerial positions with targets set for the ratio of female managers and female senior managers.

#### Male-female wage gap\* Ratio of women's wages to men's

All workers	65.0%
Full-time employees	68.4%
Part-time employees and employees on fixed-term contracts	67.0%

\* Figures representing the Company only

\* FY 2022

\* Includes base salary, overtime pay, bonuses, etc., but excludes retirement allowance, commuting allowance, etc.

\* Excludes loaned employees and employees on leave.

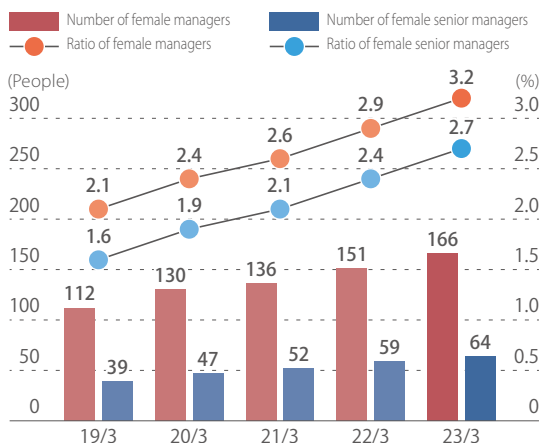
\* The difference in average years of service, which is the basis for the gender wage gap (full-time employees), is 9.1 years.

\* Includes medical staff working at the Kansai Electric Power Hospital.

#### Targets for promotion of female employees

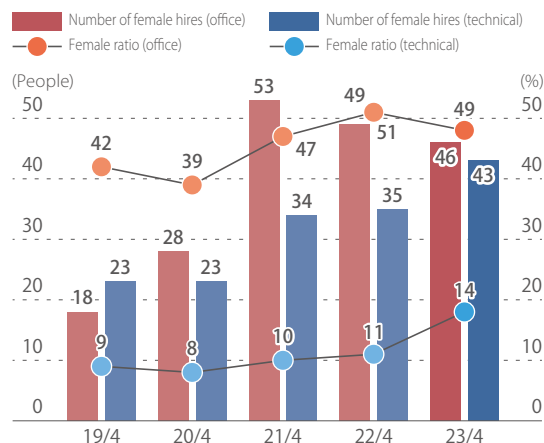
Appointment to managerial positions	By the end of FY 2030, increase the ratios of female managers and female senior managers to more than threefold those of FY 2018. (FY 2022 results: 3.2% for female managers, 2.7% for female senior managers)
Recruitment	Achieve ratios of 40% or more for women employed in office jobs and 10% or more for women employed in technical jobs. (FY 2023 results: 49% for office jobs and 14% for technical jobs)

#### Number and ratio of female senior managers and managers\*



(Figures from fiscal year ends) Excludes medical staff and transportation staff.  
\* Managers refer to those equivalent to unit chief or higher.

#### Number and ratio of female hires\*

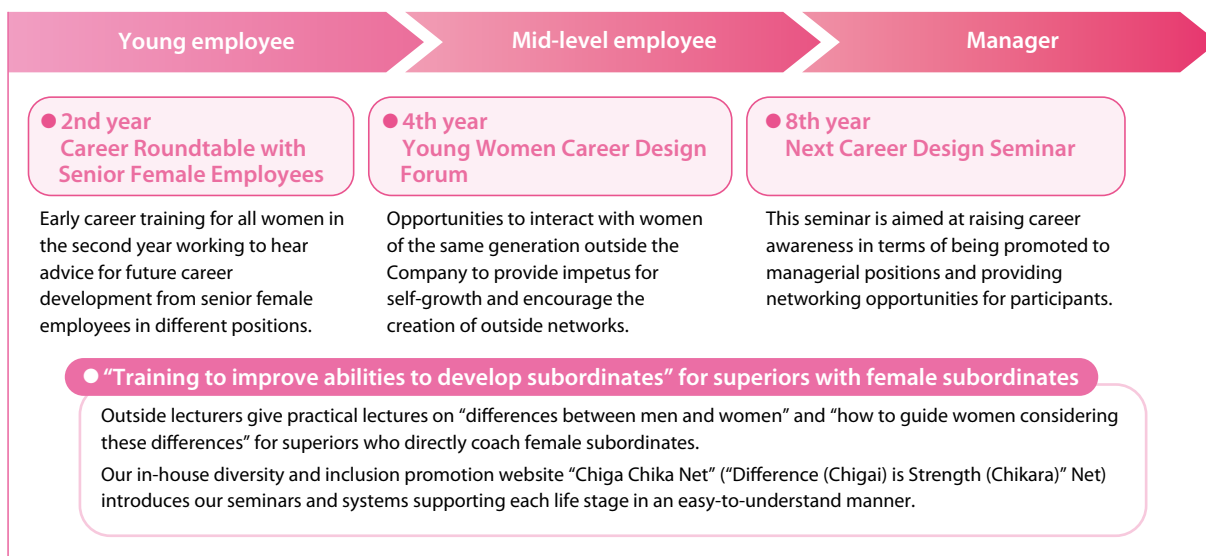


(Based on fixed term employment for each fiscal year)



## ◆ Initiatives related of promoting women's empowerment

- Support and measures according to career stages



- Measures and support according to life events

### ● Expectant mother/father seminar

For employees who are expecting children within the next year. In the seminar, they learn ideas and methods necessary for both husband and wife to develop their careers while balancing work and childrearing. They are also encouraged to consider optimal timing for returning to work and workstyles thereafter, allowing both of them to take childcare leave, etc. for the necessary period and return to work at their desired time.

### ● Seminar for managers (superiors) in departments with expectant mothers/fathers

For line managers with employees expecting children within the next year, the aims of this seminar are as follows.

- Learning about the role expected of a supervisor with a pregnant subordinate and key points for communicating with the subordinate.
- Understanding that the benefits of men's participation in childcare and taking childcare leave extend to the men themselves, the company, and society.
- With that understanding, line managers will work to create a work environment to enable their subordinates to achieve the best work-life management between work and childcare.

### ● Early reinstatement support menu

Financial support is provided for childcare to employees returning to work early, before their children celebrate their first birthdays.

### ● Release of information on the in-house website

Our in-house diversity and inclusion promotion 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.

### ● Returnee seminar

For female employees who have returned to work after childcare leave and their spouses in the case of intra-office marriage.

The seminar aims to dispel anxiety about balancing work and childcare, providing advice for proactive work-life balancing, as well as serving as an opportunity to think about future workstyles that will promote self-growth while imagining the growth of their children.

### ● 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.



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. We were also recognized as a “Leading company for female activity in Osaka City.” 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, growing as individuals through childrearing experience as well as increasing work efficiency and motivation, leading to further promotion of women’s empowerment.

From October 2022, when the revised Child Care and Family Care Leave Act comes into effect, setting a target rate of male employees taking childcare leave to be equivalent to that of female employees (rate of female employees who took childcare leave in fiscal 2022: 100%), as well as a new target average number of days for men taking childcare leave to be at least one month by fiscal 2025, we will further promote the participation of male employees in childrearing to achieve this goal.

◆ Targets for male employees taking childcare leave

Utilization rate	Equivalent to the utilization rate of female employees (Rate of female employees who took childcare leave in FY 2022: 100%)
Average number of days	At least one month by fiscal 2025

◆ Rate of male employees who took childcare leave\*

	FY 2020	FY 2021	FY 2022
Rate of childcare leave taken	98%	117%	124%
Average number of days of childcare leave taken	8.3	10.4	14.5

Calculation method for the ratio of men’s childcare leave taken:

- Numerator: Number of male employees whose first childcare leave at birth or childcare leave for a child started during the relevant fiscal year
- Denominator: Number of male employees whose spouse gave birth during the relevant fiscal year

\* Excluding medical and transportation staff

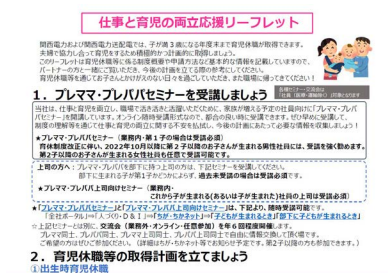
\* As employees can take childcare leave until the end of the fiscal year in which their child reaches the age of three, the utilization rate may exceed 100% if the fiscal year in which the child is born is not the same fiscal year in which the first childcare leave at birth or childcare leave for the same child starts.

◆ Measures to encourage male employees to participate in childrearing and take childcare leave

The “Support for Balancing Work and Childcare Leaflet,” distributed by superiors when a subordinate notifies them that she or his spouse is pregnant or giving birth, invites employees to attend the expectant mother/father seminar, which communicates the importance and benefits of men’s participation in childrearing and taking childcare leave, and encourages them to draw up a “Plan for Taking Childcare Leave, etc.” useful for communicating with their superiors, thereby facilitating male employees’ taking childcare leave when necessary and for a necessary period.

Superiors with subordinates who expect childbirth are required to attend the seminar for managers (superiors) in departments with expectant mothers/fathers so they correctly understand the benefits that male participation in childrearing and taking childcare leave will bring not only for themselves but also for the company and society, creating a workplace environment that facilitates balancing work and childcare.

Additionally, we deliver an email calling for taking childcare leave to male employees whose spouse 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.



## ● Efforts to promote mid-career hires and non-Japanese personnel to managerial positions

We will continue to promote hiring with an emphasis on diversity, expand mid-career hiring, and actively promote mid-career hires to managerial positions. We will also actively recruit and promote non-Japanese human resources to managerial positions. We set the following goals for the promotion of mid-career hires to managerial positions in fiscal 2021.

By the end of FY 2030, increase the ratio of mid-career hires in managerial positions to more than 10 times that of the end of FY 2020. (Results at the end of FY 2020: 0.1%, Results at the end of FY 2021: 0.3%, Results at the end of FY 2022: 0.6%)

Furthermore, we will actively rehire displaced workers who have built their careers at other companies. We will work to ensure that experienced individuals who have gained knowledge elsewhere can play an active role in our Company.

Recruitment status of mid-career hires	FY 2022 (result)	FY 2023 (result)	FY 2024 (plan)
Number of mid-career hires	42	70	70

## ● 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.



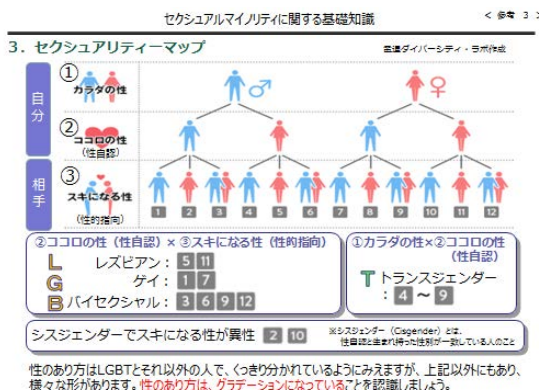
Handbook for Work-Nursing Care Balance Support



Nursing care seminar

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

Aiming to deepen employees' understanding of LGBTQ issues and creating a comfortable workplace for everyone, we have published an informative handbook for all employees that contains the basic LGBTQ knowledge and prevention of harassment, setting up a consultation desk as well. We conducted awareness activities using SOGI (sexual orientation and gender identity) harassment case studies in fiscal 2022, in order to further promote employee understanding of LGBTQ. In April 2021, we earned a three-star certification as an Osaka City LGBT Leading Company. In fiscal 2022, we were designated the highest "Gold" rating under the PRIDE Index established by work with Pride, a voluntary organization that evaluates LGBTQ-related corporate efforts.



work with Pride



## ● Work system, work-life balance support system

Not just unitarily posting various work systems and work-life balance support systems on our portal site, we also provide employees with explanations of newly introduced systems as appropriate.

Category	System	Details
System that enhances workstyle flexibility	Super flextime	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 between work and childrearing	Prenatal and postnatal leave	6 weeks before and 8 weeks after childbirth (paid leave)
	Leave before and after childbirth	5 days at any time starting from the time the spouse's pregnancy is determined and no later than 2 weeks after delivery (paid leave)
	Childrearing leave	Unpaid leave until the end of fiscal year in which an employee's child becomes 3 years old (up to two times during the period). (Any one of the two times, paid leave up to 7 days from the start of the childcare leave)
	Childrearing leave at birth	Up to 4 weeks in total within 8 weeks from (estimated) due date (can be taken in installments up to two times)
	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)	Up to 2 hours per day in 10-minute increments (until the end of September of the year when an employee's child is in the first grade of elementary school)
	Child nursing leave	5 days (10 days in the case of two or more children) per fiscal year when an employee's child receives nursing care, inoculations, or health examinations before entering elementary school
Support for compatibility between work and nursing care	Family support reserve leave	Employees can use part of their accumulated annual paid leave for participation in their child's school events, going to hospital for infertility treatment, nursing/long-term care of their spouse/relatives, going to get full medical checkups, and other purposes.
	Nursing care leave	5 days (10 days in the case of two or more eligible persons) per fiscal year when an employee provides nursing care to their spouse, parent, child, or relatives
	Nursing care leave	Leave is available within 3 years in principle or up to 93 days in total.
	Short working hours (nursing care)	Up to 2 hours per day in 10-minute increments (period in need of nursing care and that an employee applied for)
Support for compatibility between work and medical treatment	Short working hours (medical treatment)	Up to 2 hours per day in 10-minute increments (for treatment of "cancer, stroke, liver disease, heart disease, diabetes, intractable disease, or infertility treatment" for the employees themselves)
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, health and productivity management

### Policy and Concept

#### Integrated promotion of workstyle innovation and health and productivity management

Under the Medium-term Management Plan, we are committed to increasing the added value of operations leveraged 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 of integrated promotion of workstyle innovation and health and productivity management. The "Health and Productivity Management Declaration," which was established in January 2018 to demonstrate our unflinching resolve to work on health and productivity management, was renewed in April 2023 as follows to clearly show the Kansai Electric Power Group's unified approach.

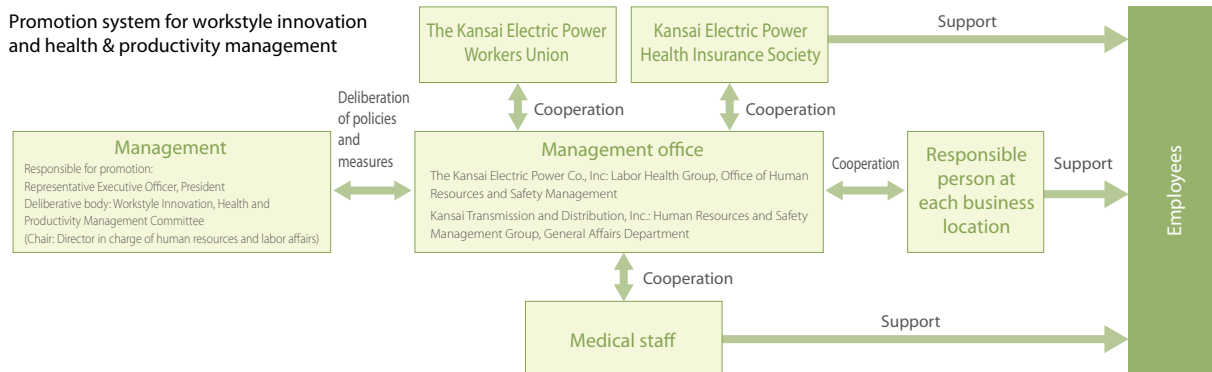
#### ◆ Kansai Electric Power Group's Health and Productivity Management Declaration (Renewed in April 2023)

For the Kansai Electric Power Group's contribution to the development of a sustainable society aligned with its management philosophy Purpose & Values, it is important that every employee can fully exercise their abilities in business activities in good physical and mental health.

In addition to taking all possible measures to prevent illnesses among its employees, the Group will support employees' health advancement so each one of them can live a vibrant and fulfilling life as we promote health and productivity management and workstyle innovation in an integrated manner.

### System

Under the leadership of the President, who is responsible for promoting workstyle innovation and health & productivity management, and through discussions at the Workstyle Innovation, Health, and Productivity Management Committee chaired by the director in charge of human resources and labor affairs, we are developing policies and measures to establish a more flexible work system and enhance employee health, working with the workers union, health insurance association, medical staff, and others in a group-wide effort to create an environment where each employee can work in good health with motivation to grow and take on challenges.



### Goals

- Reduce total working hours "by 5% compared to FY 2015, or 190 hours/year, which is equivalent to overtime hours per person"  
→ FY 2022 results: Overtime hours per employee were 250 hours/year (FY 2021 results: 241 hours)\*
- Achieve male employee childrearing leave/paid leave utilization rate of 90% or higher  
→ FY 2022 results: Male employee childrearing leave utilization rate was 124% (FY 2021 results: 117%)\*, and paid leave utilization rate was 99.4% (FY 2021 results: 95.5%)\*.
- Improve health indexes to the level of leading companies in health and productivity

Indexes	Targets	FY 2021	FY 2022
Appropriate bodyweight	Those with a BMI between 18.5 and 25: 71% or more	67.5%	67.3%
Exercise habits	Those exercising at least 2 days per week: 21% or more	37.1%	39.2%
Smoking habits	Smoking rate: Less than 26%	22.9%	21.7%
Sleep	Those answered that they are well rested through sleep: 60% or more	81.0%	79.7%
Drinking habits	Those drinking an average of 360 mL or more alcoholic beverages per day: Less than 14%	10.4%	12.8%

\* Figures exclude transportation and medical staff.



## ▶ Efforts

### ● Developing and improving comfortable workplaces

For working hours to be managed appropriately, efforts are being made across the Group to improve operational efficiency by eliminating unnecessary operations themselves and reviewing processes, along with efforts to enhance work systems that allow for more diverse workstyles through flextime with no core time, teleworking, introduction of hourly leave, encouraging employees to take leave, and other means in accordance with the Group policy.

#### ◆ Major work system revisions in recent years at Kansai Electric Power

2015. 4	<b>Introduction of anniversary leave</b>	Granted special leave on anniversaries of employees or their families.
2016. 4	<b>Introduction of teleworking</b>	Introduced to support improved balance between work and life events.
2016. 4	<b>Introduction of partially paid childrearing leave</b>	Seven days of paid leave for the purpose of encouraging male employees to take childrearing leave.
2018. 10	<b>Introduction of leave for spouse's overseas assignment</b>	Introduced leave of absence program for employees who will accompany their spouse's overseas assignment.
2019. 4	<b>Introduction of rest between shifts</b>	Encouraged employees to secure, basically, at least 11 hours of rest.
2020. 4	<b>Extension of super-flexible work hours</b>	Abolished core time as a general rule at all business locations. (Has been abolished at some locations since April 2019.)
2021. 4	<b>Extension of teleworking</b>	Expanded the usage of teleworking system regardless of reason and without a limit on the number of times.
2021. 4	<b>Introduction of hourly leave system</b>	Introduced to provide flexibility in how annual paid leave is taken.
2022. 10	<b>Expansion of childrearing leave</b>	Employees are allowed to take childrearing leave in two installments. Maternity leave was also introduced for employees to take leave within eight weeks of the birth date of a newborn child.
2023. 2	<b>Expansion of short working hours</b>	Repeated and continuous medical treatment were added to the reasons for application of short working hours. Added the application of short working hours to flexible work hours.

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

### ● Certified as a Health & Productivity Management Outstanding Organization 2023 (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 seventh consecutive year since 2017.



### ● Major health and productivity management initiatives

As part of the initiatives aiming to raise awareness of health management and improve self-care skills, the Group holds exercise and diet seminars and a walking rally, and has established "non-smoking days."

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 (only in some areas)/dormitory and housing allowance (new rent subsidies to replace company housing), property accumulation support measures such as owned property accumulation savings and an employee stock ownership association, welfare proxy service, a cafeteria plan, an employee cafeteria, retirement benefit plans, etc. Details regarding these systems are reviewed and improved as necessary, taking into account the current situation and other factors.

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.

## ● Kanden Building Acquires Wellness Certification (the highest rating, Rank S)

The Group is driving innovation by creating a comfortable work environment for employees and is proactively engaged in achieving growth for each individual and the entire company. The Kanden Building, our head office building, was constructed according to an architectural plan made in consideration of the health and comfort of employees, and our efforts related to the work environment have been ongoing since its completion. In 2022, the layout of the office was changed based on the perspective of work environment improvement. The Company and Kanden Realty & Development Co., Ltd. evaluated the building from the viewpoint of health and comfort as well as environmental performance and earned the highest rating (Rank S) in the CASBEE Smart Wellness Office Certification\* program, a wellness certification system where office buildings are assessed and certified by a third-party organization.

### ◆ Overview of the Kanden Building evaluation (Major evaluation items (health, comfort, etc.))

Health and comfort	ABW* <sup>1</sup> with layout changes and a variety of furniture and fixtures, introduction of a free address seating system
Improvement of convenience	Meeting spaces in various locations and the "Communication Well"
Security and safety	Reliability of earthquake resistance and power supply, and maintenance thereof
Operations and management	Planned and appropriate maintenance, comfortable air environment, etc.
Program	DWS* <sup>2</sup> tools, diverse mental health measures, etc.

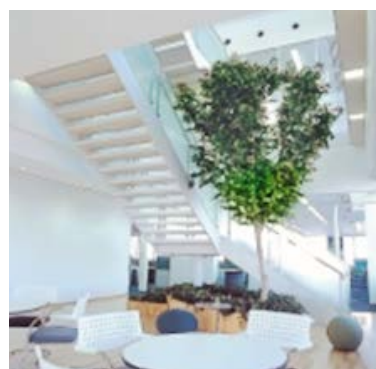


\*1 Activity Based Working, meaning a workstyle that allows employees to freely choose the "time" and "place" they work

\*2 Digital Work Style, a workstyle that aims to achieve high productivity utilizing digital technology



ABW is realized in the office through the introduction of free address and ABW-based seating classification into three different areas, according to purpose. A variety of office furniture and fixtures can be installed and selected for workers' health and comfort.



A space called "Communication Well" has been in place from the initial design stage, aiming to vitalize communication between the upper and lower floors, making effective use of the vaulted ceiling and stairwell.

\* Buildings that have acquired CASBEE Wellness Office Certification together with CASBEE Building (certification or voluntary assessment and registration) are eligible for "CASBEE Smart Wellness Office Certification" as office buildings that take both health and the environment into consideration.

- Major evaluation items in the CASBEE Wellness Office Certification
  - (1) Health and comfort, (2) Improvement of convenience, (3) Security and safety, (4) Operations and management, (5) Program
- Major evaluation items in CASBEE Building (certification or voluntary assessment and registration)
  - (1) Environmental performance



## ● Relevant data

### ◆ Diversity and workstyle innovation

	Targets	FY 2020	FY 2021	FY 2022	Remarks
Number of employees	—	17,739	17,469	17,130	
Average age	—	43.4	43.3	43.3	On a consolidated basis
Average length of service	—	22.4 years	22.2 years	22.1 years	
Average annual salary	—	8.36 million yen	8.20 million yen	8.56 million yen	Figures representing the Company only
Ratio of mid-career hires in managerial positions*1	FY 2030: 1% or more	0.1%	0.3%	0.6%	
	FY 2030: 20% or more	—	11%	11%	Figures for major Kansai Electric Power Group companies*2
Rate of male employee childrearing leave utilization*1	Same level as that of female employees every year	98%	117%	124%	
	Same level as that of female employees every year	—	86%	98%	Figures for major Kansai Electric Power Group companies*2
Rate of female employee childrearing leave utilization*1	—	100%	100%	100%	
	—	—	96%	100%	Figures for major Kansai Electric Power Group companies*2
Average number of childrearing leave days taken by male employees*1	1 month or more by FY 2025	8.3 days	10.4 days	14.5 days	
	90% or more for each year	95.5%	96.4%	99.4%	
Rate of paid leave utilization*1	—	—	85.2%	91.1%	Figures for major Kansai Electric Power Group companies*2
Total working hours*1	—	1908.0 hours/year	1891.3 hours/year	1902.3 hours/year	
Overtime working hours per employee*1	190 hours	—	241 hours	250 hours	
	—	—	203 hours	209 hours	Figures for major Kansai Electric Power Group companies*2
Turnover headcount*1	—	112	120	165	
Turnover rate*1	—	0.58%	0.63%	0.90%	
	—	—	3.20%	3.24%	Figures for major Kansai Electric Power Group companies*2
Male turnover rate*1	—	0.52%	0.62%	0.87%	
Female turnover rate*1	—	1.24%	0.68%	1.18%	
Turnover rate by age group	Under 30 years old*1	—	1.40%	1.58%	1.83%
	30-49 years old*1	—	0.32%	0.34%	0.62%
	50 years old and over*1	—	0.56%	0.57%	0.89%
Ratio of workers with disabilities	Achieve legal employment rate every year	2.6%	2.6%	2.5%	
	Achieve legal employment rate every year	—	2.4%	2.4%	Figures for major Kansai Electric Power Group companies*2
Workers union membership rate*4	—	—	—	86.8%	
Number of new hires*1 *3 *5	—	448	426	414	
Number of hires (new graduates/mid-career)*1 *5	—	—	1,792	1,520	Figures for major Kansai Electric Power Group companies*2

### ◆ Indexes related to female empowerment

	Targets	FY 2020	FY 2021	FY 2022	Remarks
Ratio of female employees*1	—	8.1%	8.7%	9.3%	
Number and ratio of female managers*1	Increase the ratio of female managers in FY 2030 to more than threefold that of FY 2018 (to 6.3%)	136 2.6%	151 2.9%	166 3.2%	
	Increase the ratio of female managers to 10% or more in FY 2030	726 6.2%	868 7.1%	953 8.0%	Figures for FY 2020 are on a consolidated basis; figures for FY 2021 and after are for our major group companies*2
Number and ratio of female senior managers*1	Increase the ratio of female senior managers in FY 2030 to more than threefold that of FY 2018 (to 4.8%)	52 2.1%	59 2.4%	64 2.7%	
	Increase the ratio of female senior managers to 5% or more in FY 2030	118 2.2%	114 2.0%	120 2.2%	Figures for FY 2020 are on a consolidated basis; figures for FY 2021 and after are for our major group companies*2
Average length of service for female employees*1	—	17.3 years	17.0 years	16.9 years	
	—	87 19%	84 20%	89 22%	
Number and ratio of female hires*1 *3 *5	30% or more every year	236 26%	180 23%	218 27%	Figures for FY 2020 are on a consolidated basis; figures for FY 2021 and after are for our major group companies*2
Number and ratio of female hires (office jobs)*1 *3 *5	40% or more every year	53 47%	49 51%	46 49%	
Number and ratio of female hires (technical jobs)*1 *3 *5	10% or more every year	34 10%	35 11%	43 14%	

\*1 Excludes transportation staff and medical staff. \*2 Includes the Kansai Electric Power Co., Inc., Kansai Transmission and Distribution, Inc., and major group companies.

\*3 Regular employees hired in each fiscal year are the subject of the calculation. \*4 Under the union shop agreement, the workers union membership rate of eligible employees is 100%.

\*5 Results from the fiscal year in which recruitment activities were made

