

Human Capital Strategy

Respect for human rights

Policies

As part of the Kansai Electric Power Group Code of Conduct, our Group has established conduct standards regarding human rights, upholding “Respect for human rights and promotion of diversity.” We recognize human rights as a common and universal value of a global society, and we are committed to compliance with the laws and regulations of each country or region in which we operate. With the upmost respect given to international norms to protect human rights, we are promoting prevention of harassment and respect for human rights throughout the supply chain.

With the Promotion Committee for Human Rights Education established at the respective head offices and business activity bases

in each region, the Kansai Electric Power Co., Inc. and Kansai Transmission and Distribution, Inc. formulate basic plans for human rights education for the year to come, as well as confirming how human rights awareness raising efforts and training programs are being implemented. In addition, we share information on various human rights issues and promote initiatives for respecting human rights across the Group.

<Examples of specific efforts>

- Establishment of rules and consultation desks for harassment prevention
- Case-based workplace discussions
- Implementation of Human Rights Information Exchange Meetings for group companies

Human capital development

Kansai Electric Power Group Academy

We established the Kansai Electric Power Group Academy in 2018 and systematized our corporate training and education systems in order to actualize our Company belief that “developing human capital is the most important thing for prevailing in a severe competitive environment” along with our Group philosophy of “management that values people.”

Personnel development policies

At the Kansai Electric Power Group Academy, we will implement capability development measures to empower each employee to be dynamic in their work by willingly taking on challenges to grow even amid the changing working environment, so we can achieve high productivity, secure new revenue sources, and support “autonomous career development” for our employees.

Specifically, we will practice personnel development measures to change awareness and behavior, which is necessary to achieve our management philosophy and Medium-term Management Plan. Along with that, we will implement measures to enhance individual employees’ strengths and improve or overcome challenges that require deeper understanding, ensure that expertise is handed down to the next generation, improve productivity, and create added value driven by digital technology.

The “human capital” that we seek

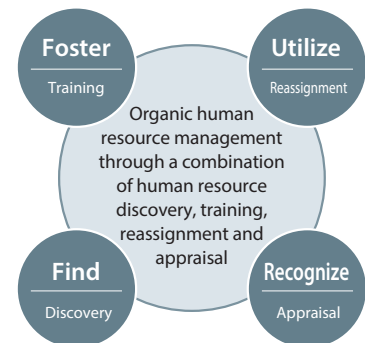
We have formulated “human capital” as the characteristics desirable in employees in order to achieve sustainable growth for the Group.



Measures for “human capital” innovation

Recognizing that the source of the power to move forward with the initiatives set forth in the Medium-term Management Plan is each and every employee, the Kansai Electric Power Group aims to create a virtuous cycle in which each employee plays an active role with willingness to grow and take on challenges while making the most of their diverse attributes. Their growth and achievements will eventually improve profitability and sustainable growth for our corporate organization.

Specifically, we are working to maximize the success of all employees in various fields through a series of processes such as human resource discovery, training, reassignment and appraisal.



Career design

As an initiative to support the career development of employees, we provide superiors with an opportunity to interview their subordinates once a year.

The interviews are held based on a Career Design Sheet that describes each individual’s strengths, challenges requiring deeper understanding, career plans, etc. Each employee’s characteristics and career plan are shared with his/her superiors, and are also used for OJT and reassignment for the purpose of supporting our employees’ career development.

Adoption of an in-house application system (e-challenge system)

Supporting the independent career development of all individuals, we have implemented an in-house application system that allows employees to take on the challenges of diverse careers and fields. Based on high levels of motivation, they can exercise their abilities to their maximum extents even more than before.

		Objective	Career goal
Career challenges	Global business	Dramatic growth of international business	Career mainly in international business areas
	New business creation	Further promotion of innovations	Career mainly in new business areas
	Core group business	Further growth of group business	Career mainly in core group business areas
	Super Specialists Data Scientist Cyber Security Engineer Digital Consulting	Improvement of skills indispensable for future business operation	Highly specialized and specific career
	Renewable energy business	Dramatic growth of renewable energy business	Career mainly in renewable energy business area
Dual work challenges		Aiming for further growth through diverse work experience, in addition to their original work, participants take on another type of work (specific project work, etc.) during some of their working hours	

Independent career development support tool

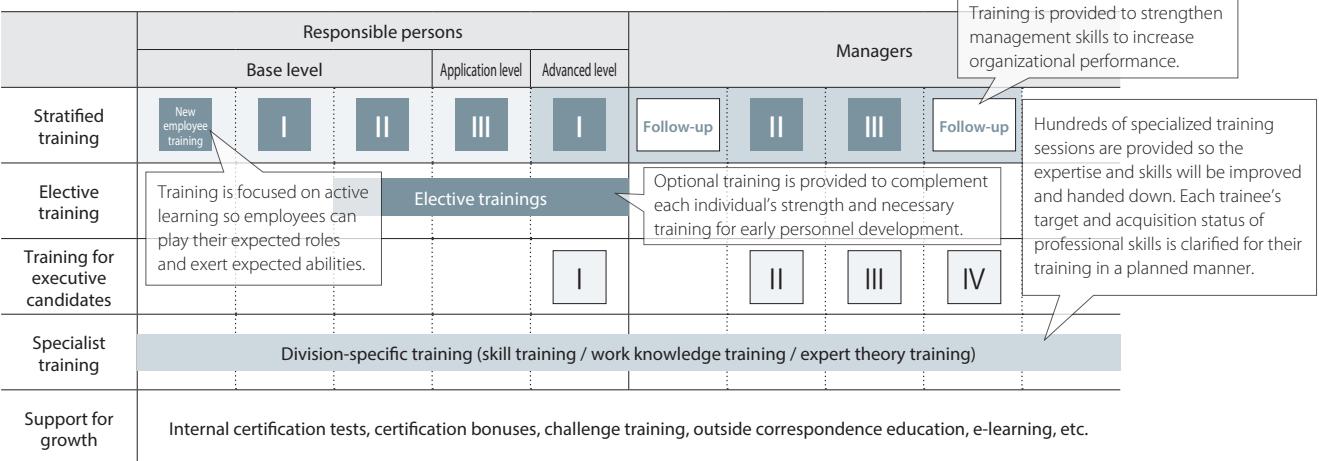
In order to create an environment in which employees can think deeply about their own careers, gain awareness, and grow, we have published a Self-Design Book, a support tool for independent career development.

By reading this booklet, thinking over the content, and learning through various questions regarding “what you want to be, what you want to value, and how you should act as the environment changes toward the future,” employees can receive hints on how to form their own careers.



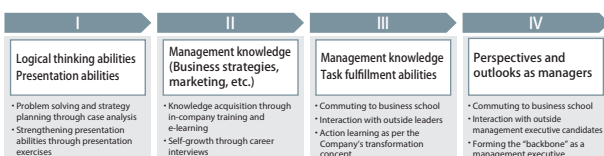
As part of personnel development measures through the Kansai Electric Power Group Academy, we support employees who are looking to improve their abilities and advance in their careers by providing stratified training for early development, specialized training to enhance their business expertise, as well as an executive candidate development program. Moreover, with the personnel appraisal system and the in-house application system, our employees will have more willingness to grow and feel more motivated and rewarded.

Our training and development systems



Next generation leader development — Executive management candidate development

With the arrival of the “era of VUCA” and amid drastic changes in the environment surrounding the Group, we need to break away from prior precedents and cultivate early and systematically next-generation leaders who will drive innovation. In view of this, we are adopting step-by-step outside training programs for employees as a stretch opportunity to advance their careers. We are crossing conventional work divisions and incorporating interactions with different types of work as well as implementing curriculums that always link to business strategies.



Support for self-growth

A variety of systems, such as a certification bonus system, challenge lectures, and education programs for external correspondence, have been put in place as an opportunity to motivate each employee to develop his/her ability and to challenge themselves to grow.

DX personnel development — Strengthening expertise that will be a source of competitiveness

For the realization of digital transformation (DX), we are developing DX personnel to advance efforts to increase productivity and generate added value utilizing digital technologies. Specifically, we are implementing on-the-job training (OJT) at K4 Digital Company and/or at each department, “data analysis and visualization training” intended for all departments, and similar programs.

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Personnel appraisal system

We have put in place a mechanism to carefully assess each employee's "abilities" and "level of contribution" to our company's performance and reflect those in their salaries, etc., so our employees will have more willingness to grow and feel even more motivated and rewarded.

Appraisal results are fed back from superiors to subordinates. In addition, communication opportunities for further growth are provided.

Diversity promotion

Diversity Promotion Policy

Diversity goals of the Kansai Electric Power Group

With an exclusive organization established in 2011, we are working to develop systems to realize workstyles and cultivate workplace environments that enable everyone to exercise their abilities to their maximum extents, regardless of personal attributes, including gender and age, sexual orientation, gender identity, disabilities, or child/nursing care and other life events. Our initiatives also include periodic release of information and various types of training.

Kansai Electric Power Group Diversity Promotion Policy

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.

Efforts toward diversity promotion

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.

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.

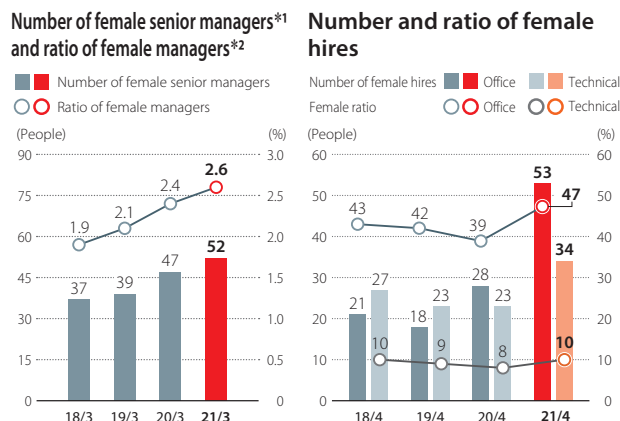
Note: Number of rehired employees (retired employees) at the end of March 2021: Approximately 850

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.
Recruitment	Achieve ratios of 40% or more for women employed in office jobs and 10% or more for women employed in technical jobs.



(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.

Initiatives related to promoting women's empowerment

[Measures and support according to life events]

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| <p><Training></p> <ul style="list-style-type: none"> • Expectant mother seminar • Expectant mother seminar • Information session for superiors • Returnee seminar • Participation in training, etc. during childcare leave | <p><Measures/Support></p> <ul style="list-style-type: none"> • PC rental service during childcare leave • Early reinstatement support menu • Release of information on the in-house website |
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[Support and measures according to career stages]



» **“Training to improve abilities to develop subordinates” for superiors with female subordinates**

Outside lecturers give practical lectures on “differences between men and women” and “how to guide women considering these differences” for superiors who directly coach female subordinates

Third-party evaluation of 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.”

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 childrearing 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.

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.

Work system, work-life balance support system

Category	System
System that enhances workstyle flexibility	Super flextime
	Telework
	Hourly leave
Support for compatibility with childrearing	Prenatal and postnatal leave
	Maternity leave
	Childrearing leave
	Early reinstatement support menu
	Short working hours (childrearing)
	Child nursing leave
	Family support reserve leave
Support for compatibility with nursing care	Nursing care leave
	Short working hours (nursing care)
Reemployment system	f-staff system

Human Capital Strategy

Promotion of workstyle innovation, health and productivity management

Promotion of workstyle innovation, health and productivity management

Establishment of a Health and Productivity Management Declaration

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."

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.

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 Workers 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.

Efforts to eliminate industrial accidents

About the Kansai Electric Power Group Code of Conduct for Safety

Based on the President's Declaration: "Ensuring safety is my mission, and the mission of the Company" and applying the lessons learned from the Mihama Nuclear Power Station Unit 3 accident, we are continuing with the implementation of safety efforts that put preserving the safety of every person involved in our Group's business activities first.

Inherent in the beliefs expressed in this declaration, we share "our beliefs about safety" as an everlasting group-wide principle to raise awareness of safety under the Kansai Electric Power Group Code of Conduct for Safety. Additionally, by practicing safe actions based on the Safe Action Declaration, we will steadily accumulate achievements in safety and cultivate an unwavering culture of safety.

PDCA of safety activities

To ensure safety for everyone related with our Group and achieve our unchanged goal, or "zero accidents," we are working to maintain safe working environments and prevent accidents from occurring and reoccurring through activities that mobilize the capacities of our organization with the full participation of employees. Concretely, as steps to prevent recurrence of accidents we had in the past, we analyze and evaluate the details of accidents that occur each year, have discussions among relevant internal departments including the management, and prioritize items to address on a group-wide basis.

We will seek continuous improvement by running the PDCA cycle of safety activities in each fiscal year. We will also share prioritized items to address with our group companies, thereby further enhancing the effectiveness of safety activities.

<Prioritized items in safety activities for fiscal 2021>

- ① Create a safe and secure working environment at each business site.
- ② Make it a habit to think safety and act safely based on danger prediction.
- ③ Promote safety activities based on bilateral communication with subcontractors, etc.
- ④ Practice safe driving behavior by all drivers and passengers as a unified effort of the workplace.

Specific safety efforts

Efforts in safety education and acquisition of knowledge from outside the Company

To raise awareness of our employees and protect the colleagues of subcontractors and others, we provide education for each employee to practice autonomous safety activities. In addition, we learn new things throughout our group companies in lectures and in training programs on safety led by external experts, thereby increasing the level of our Group's safety activities.

As a result of these efforts, our accident frequency rate is lower than the national average.

Bilateral communication with subcontractors and others

When the opportunity presents itself, our employees visit equipment construction/maintenance sites and are active in creating and enhancing opportunities to communicate with subcontractors, etc. so that we can deepen mutual understanding and promote safety activities together. By proactively facilitating bilateral communication, we are striving to raise safety awareness and reduce the risk of accidents.