

Human Capital Strategy **BX**

Respect for human rights

Policies

As stated in the Kansai Electric Power Group Code of Conduct that our Group regards human rights as a universal value shared by the international community, supports international norms on human rights, and respects human rights in all its business activities, we have been promoting initiatives to encourage the respect of human rights.

Today, in light of the heightened awareness of respect for human rights in society, including the issuance of the National Action Plan on Business and Human Rights (NAP), in December 2021 we established the Kansai Electric Power Group Human Rights Policy in compliance with the Guiding Principles on Business and Human Rights.

This policy serves as a top-level human rights policy based on the Kansai Electric Power Group Management Philosophy Purpose & Values and the Kansai Electric Power Group Code of Conduct.

In accordance with the International Bill of Human Rights, the Declaration on Fundamental Principles and Rights at Work of the International Labour Organization (ILO), and international human rights norms, the Group is committed to preventing and reducing negative impacts on human rights in various forms of human rights violations such as human trafficking, forced labor, and child labor related to business activities. We will fulfill our corporate responsibility for respecting human rights and support the realization of a society where the dignity and rights of all human beings are respected.

Initiatives for raising human rights awareness and harassment prevention

The Kansai Electric Power Co., Inc. and Kansai Transmission and Distribution, Inc. provide human rights training to management and all employees on a continuous basis to deepen their understanding and recognition of our corporate responsibility to respect human rights, and to enable each and every employee to take responsible action in all business activities.

Particularly with regard to harassment prevention, to create a workplace climate that does not tolerate any kind of harassment, in 2021 we established anti-harassment regulations, including a handbook, and also set up internal and external consultation desks* to facilitate consultations on harassment.

*The Compliance Consultation Desk and the Human Rights and Harassment Consultation Desk have been established. In fiscal 2021, 38 consultations were received through these desks on human rights and discrimination, including harassment. Disciplinary actions were taken for four of these cases.

Major training courses attended (FY 2021)

Training details	Target person	Attendance
Human Rights Training	All employees	45,712 individuals in total
Human Rights Lectures For Harassment Prevention in the Workplace	Promotion members, managers and others	193
Harassment Counselor Training	Consultation desk counselors	52

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

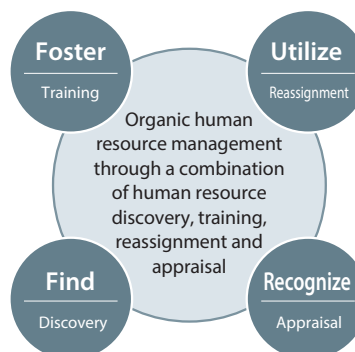
The Kansai Electric Power Group Academy implements capability development measures to empower each employee to be dynamic in their work, willingly taking on challenges to grow through new workstyles with a view of realizing the “Kanden Transformation,” supporting “autonomous career development” of employees.

Specifically, we will practice personnel development measures to change awareness and behavior, which is necessary to embody our management philosophy. 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.

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.



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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.

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.

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 Advanced technology development (new) Fuel trading (new)	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
	Hydrogen business (new)	Dramatic growth of hydrogen business	Career mainly in hydrogen 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	

Career challenges

	FY 2020	FY 2021	Cumulative total
Number of applicants	88	121	377
Number of successful applicants	33	27	93

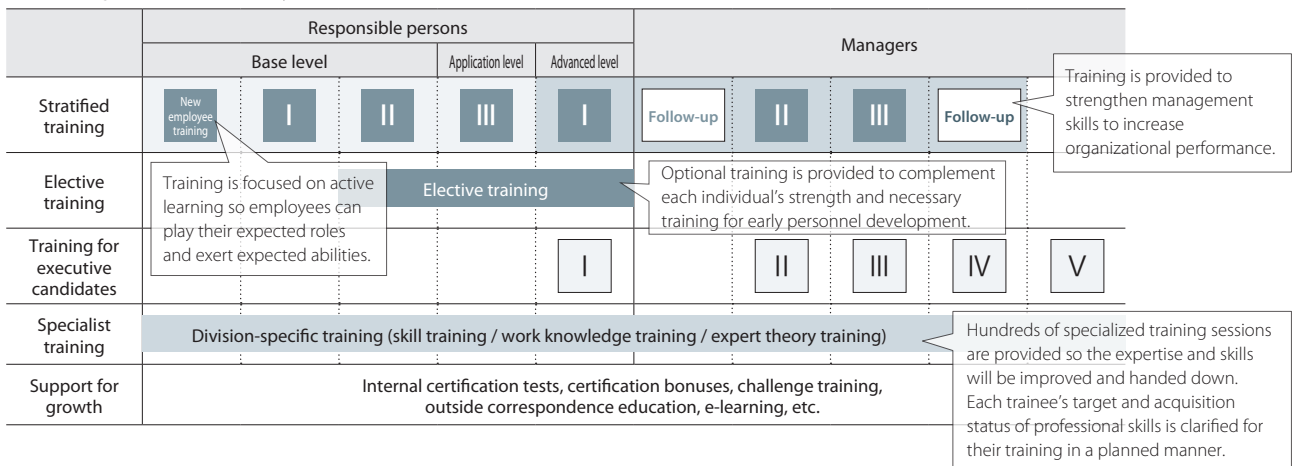
Dual work challenges

	FY 2020	FY 2021	Cumulative total
Number of applicants	10	49	101
Number of successful applicants	8	26	63



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

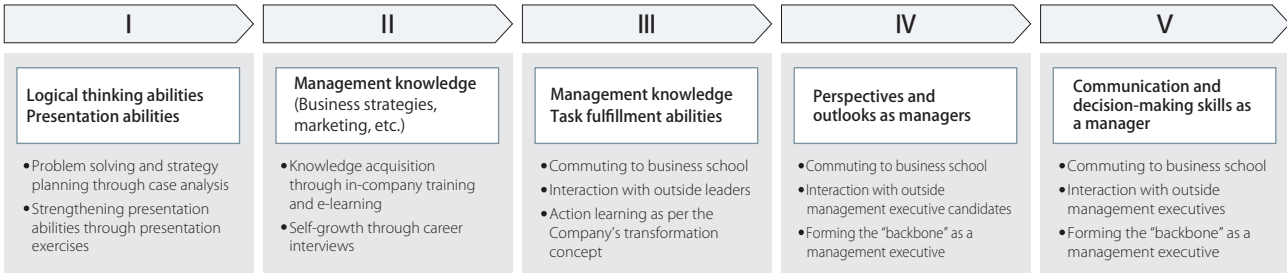


**Next generation leader development
—Executive candidate development**

Amid the drastically changing 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.

With a program V newly established in the Change Leaders Program (CLP) in fiscal 2021 for executive candidates, we have introduced curriculums designed to be linked to the succession plan.



Support for self-growth

Opportunities for interaction between management and employees have been provided since fiscal 2021. The management motivates employees at milestones in their business careers, and interaction provides chances for sharing thoughts as well as eliciting employees' opinions and ideas.

Specifically, the management and trainees exchange opinions in small groups in conjunction with stratified training six months after the trainees join the Company and when they are newly appointed as managerial personnel.



Personnel appraisal system

We have put in place a mechanism to carefully evaluate* each employee's "attitude, abilities and qualities" and "level of contribution" to our corporate performance from the perspective of practicing our management philosophy, reflecting these in their salaries, etc., to provide employees with more willingness to grow and feel more motivated and rewarded. Appraisal results are reported from superiors to subordinates. In addition, communication opportunities for further growth are provided.

We have also adopted a multidimensional appraisal system, and introduced it for managers above a certain level as of fiscal 2021.

*When evaluating employees with exceptional attitudes, abilities, and qualities, the system is designed to allow additional points other than the points awarded within the prescribed range.

Promotion of diversity and inclusion

Diversity and Inclusion Promotion Policy

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 the development of systems, periodical information dissemination, and training, expanding these initiatives groupwide.

In 2021, in order to heighten the momentum for diversity promotion, we held roundtable meetings between outside directors and employees, held presentations by outside lecturers, and solicited opinions and ideas from employees regarding promotion of diversity. The collected opinions and ideas will be reflected in the Kansai Electric Power Group Diversity and Inclusion Promotion Policy and will be implemented as concrete measures, such as diversity-focused recruiting and an expanded work system that suits different lifestyles.

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**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 realize a competitive and innovative 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 personal attributes, including gender, age, nationality, and disabilities or experienced life events and careers.

Diversity and inclusion promotion initiatives

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.

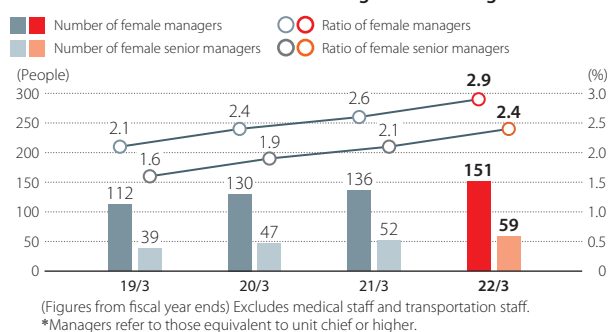
Male-female wage gap* (ratio of women’s wages to men’s)

All workers	64.6%	(FY 2021) *Non-consolidated figures for the Kansai Electric Power Company
Full-time employees	69.0%	*Includes base salary, overtime pay, bonuses, etc., but excludes retirement allowance, commuting allowance, etc.
Part-time employees and employees on fixed-term contracts	55.7%	*Excludes loaned employees and employees on leave. *The difference in average years of service, which is the basis for the male-female wage gap (full-time employees), is 8.9 years. *Includes medical staff working at the Kansai Electric Power Hospital.

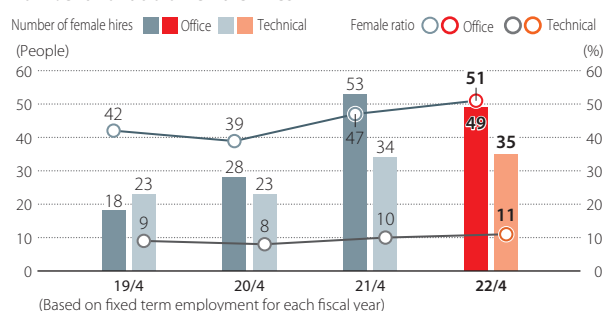
Targets for promotion of female employees

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.
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 senior managers and managers*



Number and ratio of female hires



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.”

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, 2022), 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 2022: Approximately 900

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.

Promotion to managerial positions	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. (Actual results at the end of FY 2020: 0.1%, Actual results at the end of FY 2021: 0.3%)
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Recruitment status of mid-career hires

	FY 2021 (result)	FY 2022 (result)	FY 2023 (plan)
Number of mid-career hires	28	42	70

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.

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, we have achieved the set goal of 90% or more of childcare leave utilization among male employees over five consecutive years, from fiscal 2017 to 2021. When the period of childrearing leave begins, the provision allows for seven days of paid leave. Additionally, we deliver an email to male employees whose spouses have given birth to a child calling for the taking of childcare leave, with the same message sent to their superiors. Experiences of male employees who took childcare leave are published on our intranet. From October 2022, when the revised Child Care and Family Care Leave Law 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 2021: 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.

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 flexitime
	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
Support for compatibility with nursing care	Family support reserve leave
	Nursing care leave
Reemployment system	Short working hours (nursing care)
	f-staff system

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

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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.

In particular, we are improving our telework environment by digitizing documents and expanding IT tools, while listening to the opinions of employees. We are also working to introduce a free address system in the head office and other workplaces, and the system is being established and spread as one of our new workstyles.

Office workplace telework rate for FY 2021	46.6%
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Major indicators and achievements related to workstyle innovation

	Targets	FY 2020	FY 2021
Overtime working hours per employee	190 hours per year	242 hours	241 hours
Paid leave utilization rate	90% or more	95.5%	96.4%

Note: Figures exclude transportation and medical staff.

Certified as a Health & Productivity Management Outstanding Organization 2022 (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 sixth 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 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, we have introduced a workplace vaccination program and grant employees special leave to receive vaccinations, 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.

As it is expected to take time until the COVID-19 infection is contained, we will strive to achieve both infection prevention and sustainable business activities by considering an internet-driven transformation of how we work.

Summary of workplace vaccinations:

Vaccination results: Approximately 20,000 inoculations in total
(Total of 1st, 2nd, and 3rd vaccinations)

Vaccination sites: Head office and nuclear power plants
(Mihama, Takahama, Ohi)

Eligibility: Employees of the Kansai Electric Power Company, Kansai Transmission and Distribution, and their family members, employees of group companies, and employees of subcontractors who wish to be vaccinated at the above vaccination sites.

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.

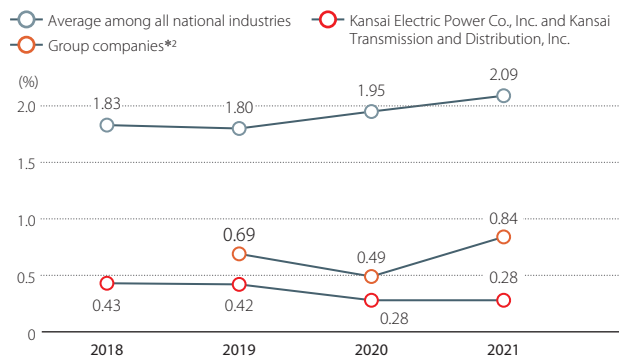
PDCA of safety activities

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, we analyze the details of accidents that occur each year, communicate with employees and subcontractors to understand their awareness and perceptions of safety, and based on the actual situation, we hold discussions among relevant internal departments, including management. In addition, together with the labor union, we prioritize items to address in the next fiscal year and are engaged in activities 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 2022:

- 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.

Accident frequency rate*1 trend



*1 The number of casualties with at least one day of absence from work due to occupational accidents per million total working hours, which indicates the frequency of accidents.

*2 Average values of our three representative group companies undertaking major construction projects have been adopted.

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.