



# Creating an Environment Where Diverse Human Resources Can Take Active Roles

Along with efforts concerning safety and health, which are top priority matters in corporate management, we are implementing a range of measures in relation to DE&I and workstyles under the approach of making proactive investments for attaining further corporate growth and increasing employees' motivation at work.

## Workforce health and safety management

[Link](#) Workforce health and safety management

### [Safety and Health Declaration]

The Chubu Electric Power Group Basic Safety and Health Policy articulates Chubu Electric Power Group's policy to create a better environment so that our business partners, including our subcontractors, can devote themselves to their work in a safe and healthy way and work actively.

Under the Basic Policy, we have also formulated the Safety and Health Principles of Action as a specific code of conduct for executives and employees to foster a corporate culture and workplace atmosphere, which value people.

**Chubu Electric Power Group  
Basic Safety and Health Policy**

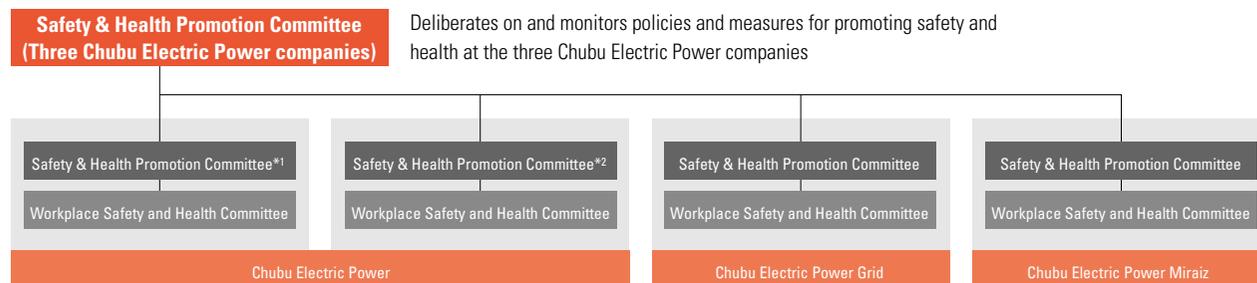
Our basic safety and health policy, which is based on the Chubu Electric Power Group CSR Declaration, is stated below.

We will continue to endeavor to create a better environment so that employees can devote themselves to their work in a safe and healthy way and achieve self-fulfillment through their work.

### [Structure to promote safety and health activities]

In order to foster a culture of safety and promote health management, we hold a meeting of the Safety & Health Promotion Committee on a periodic basis. As key goal indicators (KGIs) shared among Chubu Electric Power, Chubu Electric Power Grid and Chubu Electric Power Miraiz, we have selected "zero fatal industrial accidents," "healthiness and vitality" and "rate of absence due to injuries and illnesses" and set a quantitative target for each to monitor the status of achievement and progress in implementing related measures at each company.

Under the Guidelines on Occupational Safety and Health Management Systems (OSHMS) of Japan's Ministry of Health, Labour and Welfare, we also work to increase the safety and health levels in each workplace by implementing a plan-do-check-act (PDCA) cycle.



\*1 Chubu Electric Power (excluding Renewable Energy Company) \*2 Renewable Energy Company

### [Providing safety and health training]

Senior management, as leaders for fostering a culture of safety and promoting health management, have been receiving safety and health training by outside specialists. In FY2023, 32 executives participated in the program that spanned over the period of six months and undertook safety and health initiatives while setting targets by themselves.

With the aim of instilling the Safety and Health Principles of Action, increasing safety and health awareness and promoting behavior change, we provide training by rank to newly appointed heads of the departments who are the key persons for safety and health activities in each workplace, as well as newly appointed executives and new employees.



Safety and health training for senior management



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## Initiatives related to safety

### [Prevention of industrial accidents]

Safety specialists who have received special training evaluate the safety and health activities of each workplace of the three Chubu Electric Power companies through document checks, questionnaire surveys and interviews and report the results to each workplace. Based on these results, the workplace voluntarily works to make sustained improvements.



Evaluation of safety and health activities by safety specialists

### [Preventing recurrence of industrial accidents]

Upon the occurrence of an industrial accident, safety specialists will check the accident site, question the relevant departments and provide support for everything from the investigation of the root cause to the formulation of countermeasures. In this way, we are working to prevent the recurrence of the same or similar accidents.

### [Safety contests]

Chubu Electric Power holds safety contests with the participation of management and employees of the three Chubu Electric Power companies and managers of our subcontractors. Through the contests, Chubu Electric Power shares with the subcontractors, who are our business partners, the strong commitment of "safety takes priority over all else" and makes concerted efforts to proactively practice safety activities.



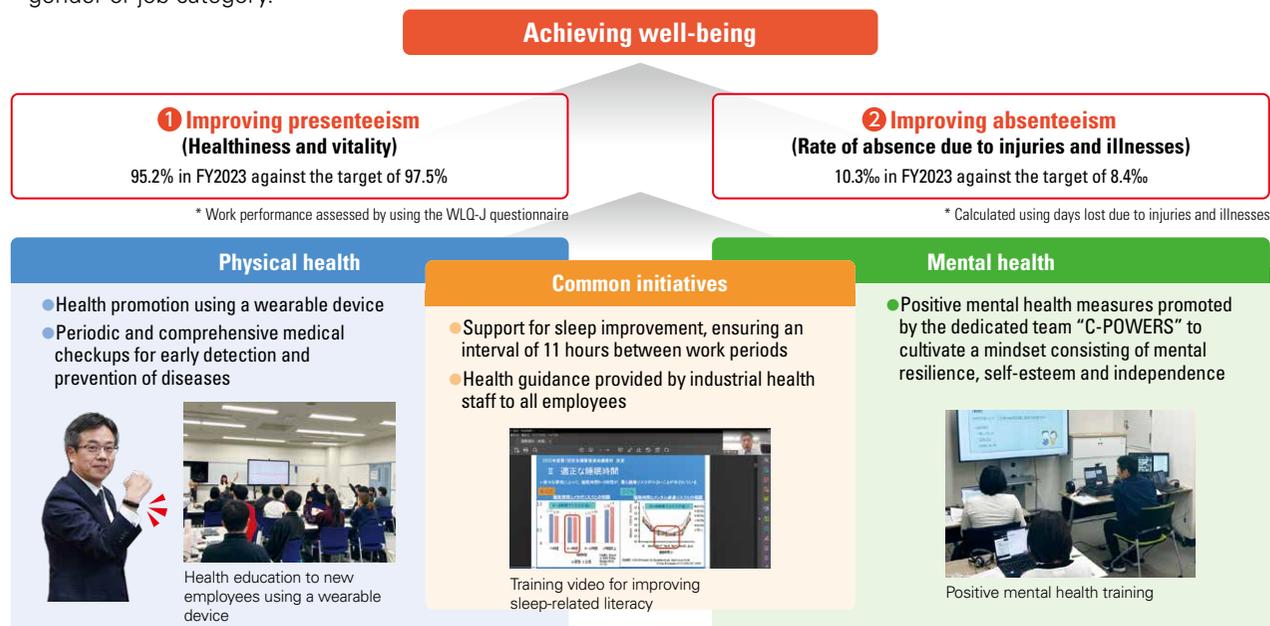
FY2024 safety contest

## Initiatives related to health

[Link](#) Promotion of health management

### [For achieving well-being]

- With a conviction that all work colleagues "will remain healthy throughout our lives," Chubu Electric Power has been promoting health management and striving to create an environment where employees can remain healthy both physically and mentally and work with vitality so as to increase motivation at work and performance and ultimately enhance corporate value.
- We seek to achieve well-being by supporting all employees both physically and mentally regardless of their age, gender or job category.



[Link](#) Details of efforts for achieving well-being

### [Survey on Health and Productivity Management]



Electricity and gas industry category

**1st place**  
for 4 consecutive years  
from FY2020



2024  
健康経営優良法人  
Health and productivity  
ホワイト500

**5th time** and  
for 4 consecutive years  
from FY2020



**27 companies** in the  
Chubu Electric Power Group  
certified as a FY2023 Health &  
Productivity Management Outstanding  
Organization



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## Initiatives related to diversity, equity and inclusion (DE&I)\*1

The Chubu Electric Power Group strives to provide an environment, in which all work colleagues can fully demonstrate their individual characteristics and capabilities and work together with vitality regardless of gender, age, gender identification or having or not having disabilities, and foster a culture of mutual acceptance and trust.

\*1 DE&I is a concept to incorporate diversity, equity and inclusion and create an environment where diverse human resources respect each other and exert their capabilities to the fullest under equal opportunities.

### [Promoting employment of persons with disabilities]

Including those working at our special subsidiary Chuden Wing Co., Ltd., about 360 persons with disabilities are working in our Group in various fields (as of June 2024). Those employees of Chuden Wing pick up and deliver documents, provide cleanup services and maintain and manage flowerbeds.

Chuden Wing also started the business of growing strawberries in May 2022 and has been providing guests with reception services under consignment since April 2024 as an effort to develop business in new fields.



Growing strawberries

Receiving guests

### [Women's active roles and balancing work with childcare]

Targets

- **More than triple** the number of female managers in FY2025 compared to FY2014
- Achieve the percentage of male employees taking childcare leave of **100%** in FY2025\*2

In order to promote an increase in the number of female managers and engagement of male employees in childcare, we have been providing several training programs to raise awareness for the career formation of women and engagement of men in housework and childcare.

With the aim of realizing an even higher degree of life-work balance by balancing work with childcare, we have also been enhancing our systems for childcare and nursing care. For example, we have established a childcare leave system for a better life-work balance that provides support in excess of the legally required parental leave. We also permit employees to work during the parental leave.

\*2 Percentage of male employees taking childcare leave and short-term leave for childcare as stipulated in the Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members



Totally updated the Guidebook for Balancing Work with Childcare in April 2024 as an effort to create an environment where employees can work with peace of mind while raising their children

## Initiatives related to workstyles

### [Flexible workstyles]

We have revised our existing systems and introduced new systems, such as a system of virtually four-day work\*3 and grandparental leave\*4, to enable individual employees to choose a flexible workstyle suited to the environment in which they are working.

#### ■ Example systems revised/introduced

##### Flexitime system

- Removing the core time (fixed span of workhours) requirement
- Allowing employees to work intermittently
- Providing an option to choose to work virtually four days a week

##### Teleworking system

- Allowing employees to work outside the office, including home and business trip destination

##### Daily life support leave system

- Allowing employees to accumulate unused portions of their annual paid leave for nursing care of or attending to a sick family member\*5 or participating in a school event

\*3 Launched in April 2024, this system of virtually four-day work allows employees to take an extra day off by working 7 hours and 40 minutes (the standard work hours of one day) dispersedly in the other work days of the week.

\*4 Launched in April 2024.

\*5 Revised in April 2024 to include grandparents and grandchildren in the definition of family members.

Utilization rate of the teleworking system and My flexitime system

Results (FY2023) **99.5%** **Targets FY2025** Systems used for **1 or more times/person** **100%**

#### Eligible employees

##### Flexitime system:

Employees, excluding those working on shifts (about 80%)

##### Teleworking system:

All employees, excluding those working on probation or on shifts

##### Daily life support leave system:

All employees, excluding assistant staff

### [Welfare programs]

We provide an environment where employees engage in work with a sense of security by offering a variety of welfare programs that support the foundation of living of employees and their families and are matched to diversifying ways of family and lifestyles.

#### ■ Example welfare programs

- Housing-related measures essential in supporting employees' lives, such as dormitories for unmarried employees and rent subsidy
- Enhancing our welfare programs, such as a cafeteria plan, from which employees can choose ones matching their purposes of learning or promoting health
- Option join Chubu Electric Power's employee shareholding association
- Subsidies for in-house community activities (sports and other events) to facilitate mutual communication among employees

#### Eligible employees

##### Dormitories for unmarried employees and rent subsidy:

All employees, excluding contracted employees, contract employees, assistant staff and dispatched employees

##### Cafeteria plan and employee shareholding association:

All employees, excluding assistant staff and dispatched employees

##### In-house community activities:

All employees



# Providing Opportunities and Support to Employees Who Meet the Challenge of Self-transformation

In order to create an environment where diverse human resources can explore their own careers, voluntarily take up challenges and outpace and be more active than their predecessors, we are implementing a range of measures based on the keyword of 3Cs, namely Chance, Challenge and Change.

## Chance (Create a chance)

Chubu Electric Power proactively makes investment in human resources development, such as training and personal development, to encourage employees' self-growth.

Human resources development cost per person		Training time per person	
FY2022:	FY2023:	FY2022:	FY2023:
120,000 yen	▶ 152,000 yen	22 hours	▶ 25 hours

## Training system

	By rank	By purpose				Other development support
		Career	Diversity	Strategic human resource development	Practical business training	
Employees in management positions	Newly appointed special managerial position training	Career training (for employees in their 50s, 40s and 30s) Career consulting interviews	Seminar to support male employees in taking childcare leave	Next-generation leader development training	Training based on cross-industrial exchange	Acquisition of the necessary qualifications relating to laws/regulations and others/training for domestic study-exchange
	Newly appointed group head training					
General employees	Newly appointed management position training	Introductory training for new mid-career employees	Seminar on supporting a balance between work and childcare or nursing care	Training to strengthen the ability to think logically, training on finance, corporate valuation, etc.	Training on the knowledge and skills each division needs	Personnel development support (Video-based learning content UdeMy Business, Acquisition of recommended qualifications concerning self-development, Learning with external correspondence course, Operational skills improvement activities)
	New employee trainer training					
	Training for newly-appointed employee in a managerial position (before promotion)					
	Chief career development training					
	Newly-appointed chief training					
	New employee training					
OFF-JT (education and training)						
OJT						

## [Personal development support]

To enable employees to achieve autonomous career development, we have introduced UdeMy Business\*, which is video-based learning content that enables all employees to study a broad range of areas online, from business skills to state-of-the-art IT skills. We also proactively invest in human resources by enhancing support systems for qualification acquisition and upskilling.

We expanded the scope of financial support in April 2024: The number of qualifications with incentive pay for acquisition is 239, and the number of correspondence courses with course fees financially supported is now 310.

\* Benesse Corporation is the exclusive business partner of UdeMy in Japan.



Group activity aimed at passing an examination for qualification for electric work

Creative Culture Award in Benesse Reskilling Award 2023 received from Benesse Corporation in December 2023.

## [Trainings and Seminars]

In addition to training by rank, which is designed to encourage changes in the thinking and behavior matched to positions, we offer training by purpose to support employees who are exploring their own careers and self-transformation and taking up challenges accordingly.

- **Management/leadership training:** We hold next-generation leader development training for department managers of divisions and management seminars aimed at facilitating the success of diverse human resources serving as heads of organizations (department managers and section managers).
- **Division-wise training:** We carry out practical business training necessary for upskilling for each job and improving quality in each division (in the case of the Power Distribution Department: Training provided to develop skills for construction and equipment areas and the ability to supervise worksites).
- **Career development support:** To support employees' continued efforts in developing employability (the ability to be employed) from the perspective of employees' career formation, we hold career training and career consulting interviews at certain moments (the second year of employment, at the age of 29, 39, and 49). Career training includes an asset building seminar to support employees' career design from the perspective of life-career theory in addition to professional careers.

## [Increasing transfers through internal job posting systems]

In the regular summer personnel transfer in FY2024, 169 posts are available for internal recruitment. In FY2025, the number of offered posts will increase to 300. Opportunities for diverse career formation will be provided.

**Target** Using internal job posting systems for internal transfers: 300 posts (FY2025)



Providing Opportunities and Support to Employees Who Meet the Challenge of Self-transformation

## Challenge (Boldly take up challenges)

### [Engagement]

To visualize the degree of employees' empathy with the company, we have performed an engagement survey regularly since FY2022.

Management Vision 2.0 requires each employee to identify with the philosophy and management vision, take on challenges autonomously and continue to grow and work successfully. Past survey results revealed that there was a disparity in the degree of penetration of the philosophy and vision between managers (e.g., division managers, branch managers, and directors of workplaces) and general employees. To improve this situation, managers would need to play a critical role as mediators between the executive team and general employees. We held a workshop to instill Management Vision 2.0, mainly for division managers and branch managers, three times during FY2023. In total, 67 participants learned methods of vision management.

Additionally, to accomplish unchanged missions and create new value simultaneously, we show an ideal and a direction. We are putting in place an environment where managers can practice autonomous collaborative management that is oriented to change, to help each employee work creatively.

Results of the third survey (FY2023)

Rated "BBB"

\* Fourth from the top out of the 11 ratings

Target

FY2025

"A" or higher rating

\* Third from the top out of the 11 ratings

\* Using an engagement survey provided by Link and Motivation Inc.

## Change (Achieve transformation)

### [Resource allotment based on the medium- to long-term strategy]

We are discussing and implementing a resource allotment system based on a business plan aimed at achieving Management Vision 2.0. By identifying all personnel and skills to be required in the future, we are facilitating the development of internal human resources and increased mid-career recruitment.

### [Recruitment activities]

#### Regular recruitment

We recruit diverse human resources, who strongly identify with the corporate philosophy of Chubu Electric Power Group, have high aspirations and a spirit to continue taking up challenges toward the realization of the philosophy and are capable of leading the future of the Group, on a stable and regular basis.

As part of our recruitment activities, we hold briefing sessions and tours of various facilities to let participants understand and experience the mission of the Group in more specific terms.

We are also active in hosting an internship program. By providing opportunities for students to understand the Chubu Electric Power Group's business and actually experience work related to their specialized fields and future careers, we are working to encourage them to gain a high level of professional awareness.

#### Mid-career recruitment

Chubu Electric Power Group has been witnessing an expansion of new growth areas, such as offshore wind power and other renewable energy businesses, global business and more accelerated promotion of DX. To swiftly and steadily respond to such changes in the business environment, we are proactively recruiting work-ready human resources with business experiences in diverse fields, including the electricity business, under our mid-career recruitment scheme.

In FY2023, we introduced a specialist employee system for those mid-career employees having advanced and specialized knowledge or skills. Based on the job description that specifies job content and expected outcome, the system sets job grades, based on which to evaluate them and determine their remuneration.

Target

Percentage of mid-career employees among the number of persons employed: 20% (FY2025)

#### • Number of mid-career employees employed

\* Planned figure

FY	2019	2020	2021	2022	2023	2024
Regular recruitment (those employed April of the year)	398	392	417	390	405	432
Mid-career recruitment (those employed April of the year)	8	31	53	72	137	215*
Mid-career recruitment rate	2.0%	7.3%	11.3%	15.6%	25.2%	—



internship (facility tour)

### [Evaluation system]

#### Feeding back performance evaluation results

We conduct detailed evaluations of the capabilities of individual employees and their degree of contribution to the Company's business results. While feeding back the results from supervisors to employees, we also provide opportunities to establish communication for employees' further growth.

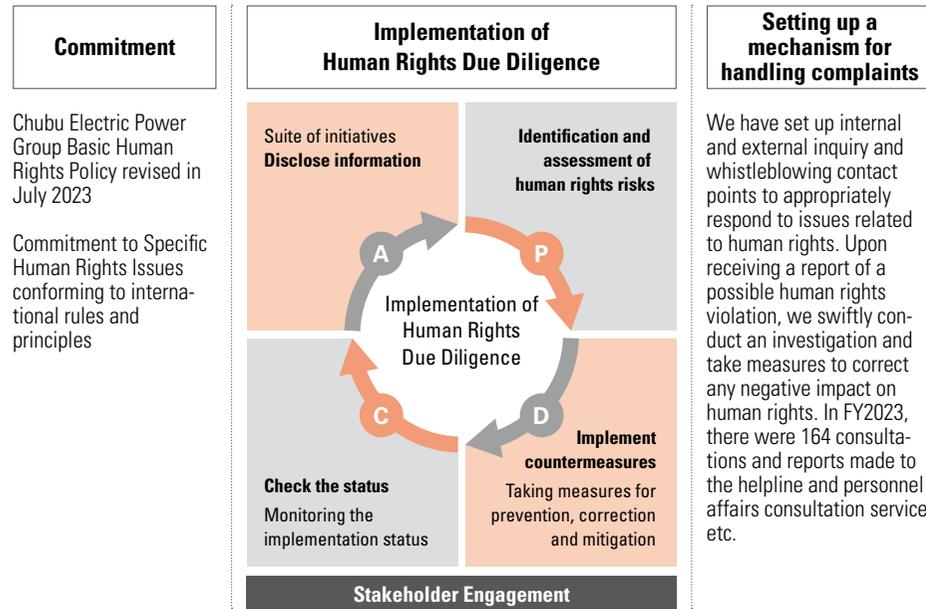


# Respect for Human Rights

We promote initiatives for respecting human rights in accordance with the United Nations' Guiding Principles on Business and Human Rights. Having revised Chubu Electric Power Group Basic Human Rights Policy in July 2023, we have constructed a system for human rights due diligence for all stakeholders involved in business activities while making continuous improvements.

[Link](#) Respect of human rights, Human rights due diligence

## Initiatives in line with the three core principles given in the UN Guiding Principles on Business and Human Rights



## Identification and assessment of human rights risks

In FY2023, we identified risks to be handled first by identifying obvious human rights issues and assessing the severity and the possibility of occurrence. We review human rights risk assessment results regularly (once a year).

Human rights risks to be handled first		
● Long working hours	● Occupational health and safety	● Workplace bullying
● Sexual harassment	● Rights of indigenous and local people	● Insufficient and unpaid wages, living wage
● Right to privacy	● Child labor	● Forced labor
● Discrimination	● Freedom of association	

## Measures for prevention, correction and mitigation/Monitoring

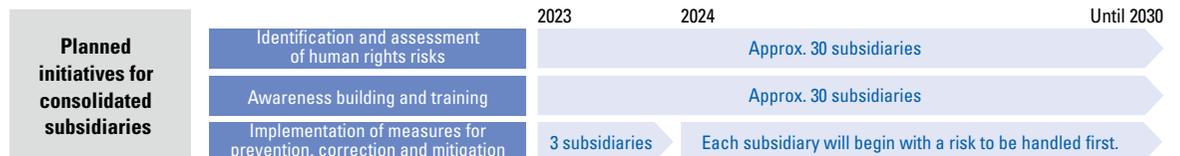
We have taken measures for the prevention, correction and mitigation of identified risks. The CSR Promotion Council chaired by the President has verified and deliberated on the results to facilitate initiatives in the following fiscal year.

Employees	<ul style="list-style-type: none"> <li>● All employees have participated in human rights training concerning harassment and other issues, and each workplace has held a discussion.</li> <li>● All employees have participated in a questionnaire so that the company can investigate and understand their awareness of harassment prevention.</li> </ul>
Business partners	<ul style="list-style-type: none"> <li>● We have conducted a questionnaire survey of our key business partners to learn how they implement CSR/ESG initiatives, including those related to human rights. We have taken follow-up action based on feedback and answers. <b>[373 business partners surveyed in FY2023 (consisting of 344 material providers and 29 alliance partners)]</b></li> </ul>
Community people	<ul style="list-style-type: none"> <li>● We have held a briefing for residents on new development projects and other matters and also considered responses to environment-related requests.</li> </ul>
Customers	<ul style="list-style-type: none"> <li>● We have conducted a questionnaire survey of customers contracted to Chubu Electric Power Miraiz Co., Inc. on its information transmission to confirm that there were no events that might have infringed on human rights. <b>[628 customers surveyed in FY2023]</b></li> </ul>

## Responses to consolidated subsidiaries

We have made a human rights risk assessment and provided human rights training for about 30 main consolidated subsidiaries since FY2023.

Regarding the implementation of measures for prevention, correction and mitigation, we will expand the number of target subsidiaries in the future and deal with risks that each subsidiary should address first.





# CSR-conscious Procurement

The Chubu Electric Power Group, based on the Chubu Electric Power Group Basic Procurement Policy, promotes procurement activities that consider CSR (Corporate Social Responsibility). This includes ensuring quality, reducing procurement costs, and emphasizing “total compliance,” “respect for human rights,” and “consideration for safety and health”

Additionally, the Group has established CSR Procurement Guidelines as behavioral standards for suppliers, aimed at fostering CSR practices across the entire supply chain.

## Revision of Chubu Electric Power Group Basic Procurement Policy

In June 2024, we revised the Chubu Electric Power Group Basic Procurement Policy and the CSR Procurement Guidelines, which serve as behavioral standards for our suppliers, formerly known as the Supplier Code of Conduct. This revision aims to further promote CSR-conscious procurement activities and foster mutual prosperity and coexistence throughout the supply chain with our suppliers.

### Chubu Electric Power Group Basic Procurement Policy

- |                               |                                       |
|-------------------------------|---------------------------------------|
| 1 Open Door Policy            | 5 Respect for Human Rights            |
| 2 Fair and Honest Procurement | 6 Consideration for Safety and Health |
| 3 Work in Partnership         | 7 Mitigate Environmental Burden       |
| 4 Total Compliance            | 8 Thorough Risk Management            |

### CSR Procurement Guidelines

- |                                       |                                      |
|---------------------------------------|--------------------------------------|
| 1 Building Partnerships               | 5 Consideration for the Environment  |
| 2 Thorough Compliance                 | 6 Promotion of Cost Reductions       |
| 3 Respect for the Human Rights        | 7 Improvement in Quality and Service |
| 4 Consideration for Safety and Health | 8 Thorough Risk Management           |

We have all business partners submit a Consent Confirmation Form regarding compliance.

[Link](#) Chubu Electric Power Group Basic Procurement Policy

[Link](#) CSR Procurement Guidelines

## Educating and instilling the policy within Chubu Electric Power

Chubu Electric Power provides various types of training for employees engaging in procurement operations to thoroughly instill the Chubu Electric Group Basic Procurement Policy and ensure compliance with relevant laws and regulations as well as corporate ethics.

In fiscal 2023, all employees underwent education to enhance understanding of appropriate price negotiations and cost allocations with business partners, aiming to promote awareness and thorough compliance.

## Promoting integrated csr procurement with suppliers

The Chubu Electric Power Group actively discloses information to and enhances communication with all our suppliers. Every year, we hold procurement overview briefing sessions at the beginning of the fiscal year to explain our management initiatives, compliance practices, and other areas of CSR implementation, as well as disclose procurement plans. In fiscal 2023, 329 companies participated.

In addition, in May 2024, we revised our Declaration of Partnership Building and declared our commitment to determining transaction prices based on actions taken in accordance with the Guidelines Concerning Price Negotiation for Appropriate Shifting of Labor Costs.



[Link](#) Declaration of Partnership Building (Japanese version only)

## CSR and ESG survey for business partners

The Chubu Electric Power Group has been working jointly with its business partners to promote CSR and ESG-conscious procurement for the ultimate goal of establishing a sustainable supply chain.

In FY2023, we conducted a survey on the status of CSR and ESG efforts of about 344 key business partners and confirmed that there is no significant risk in the supply chain. As an effort to identify and reduce various risks, we also share the survey results with these business partners.

We will continue to conduct the survey and cooperate with our business partners to strengthen CSR and ESG efforts throughout the supply chain.

### Check items: Total of 84 items in 8 fields

- |   |  |                      |
|---|--|----------------------|
| • Governance                              | • Information management                             | • Quality and safety |
| • Compliance and prevention of corruption | • Safety and health                                  | • Risk management    |
| • Human rights and labor                  | • Environment and coexistence with local communities |                      |



# Coexistence with Local Communities

We have established the Basic Corporate Citizenship Policy of the Chubu Electric Power Group in order to contribute as the Group to the sustainable development of local communities and society, and are engaged in many different activities focusing on four fields: Ensuring safety and security in local communities; environmental preservation; education of the next generation; and cultural and sport activities. In addition, we also strive to maintain and improve relationships of trust with local communities through industry-academia collaboration.

## Four focus fields

### Ensuring safety and security

#### ■Mimamori pole

Chuden KuraBis Co.,Ltd. provides a service that installs cameras on utility poles to monitor local areas and customer premises (crime prevention and monitoring in public spaces, monitoring of premises and buildings managed by customers).



### Environmental preservation

#### ■Green curtains

Since 1992, we have been undertaking a campaign to distribute seeds of climbing plants to customers to grow so-called green curtains. Through efforts to save energy and power in the summer using the powers of nature, we promote the greening of communities and raise awareness about global warming countermeasures.



### Education of the next generation

#### ■Electricity Museum

The museum is a plaza for enjoyably learning about science and electricity. It is a base for the sharing of information about science, electricity, energy and the environment.

Visitors in 2023: 325,385 persons



#### ■One Step Support Project

As part of the One Step Support Project to support the next generation, Chubu Electric Power held a shogi tournament for elementary school students. Shogi player Sota Fujii visited the venue on the day of the event to cheer on the children.



### Cultural and sport activities

#### ■Club and circle activities

Each sports club in the Chubu Electric Power Group participates in local sports classes and events and interacts with local residents while conveying the appeal and fun of sports. Through these activities, we contribute to the local community and promote the development and spread of culture and sports activities.



Gifu Branch Ski Club

#### Examples of activities

- Sit-ski volunteering in Takayama City (**Gifu Branch Ski Club**)
- Rugby class with a local club team in Okazaki City (**Rugby club**)
- Trial session at a sports event in Mizuho Ward, Nagoya (**Rowing club**)

### Industry-academia collaborations

Through industry-academia collaboration in various fields, we build and maintain relationships of trust with community members and contribute to the sustainable development of local communities.

#### Examples of activities

- Holding of workshops and opinion exchange meetings in the agricultural sector (**Meijo University**)
- Establishment of two endowed research divisions to promote research, engaging in human resources development and disseminating information to local communities (**Nagoya University**)
- Collaborative class on energy (**Aichi University of Education**)
- Guidance and development of students who will become next-generation engineers (**AICHI INSTITUTE OF TECHNOLOGY**)
- Joint research in a wide range of fields, such as early response to disasters (**Shizuoka University, University of Shizuoka, Hamamatsu University School of Medicine**)
- Collaboration with students aiming to become next-generation regional leaders who are capable of solving regional issues (**Gifu University**)
- Research on use of a wearable device to prevent accidents among agricultural workers (**Mie University**)
- Experimental study on commercialization of biomass power generation using untapped resources (**Shinshu University**)
- Joint research on establishment of a system to provide a watch service for in-home patients and use various data in daily lives in medical fields (**Keio University Hospital**)

### Initiatives with Mie University

Chubu Electric Power is involved in research and development of wearable devices that prevent accidents resulting from a sudden deterioration in the health of persons engaged in agriculture.

A device is attached to the heads of farmers to collect data while farmers cut grass.

