

Foundation for Creating Value (CSR)



Role model forum



Health management class



Nursing seminar

Animating the Workplace

The Electricity system reform has ignited a new era of competition, which comes amidst serious socio-economic changes such as Japan's aging population, dwindling birthrate, diminishing labor supply, and diversifying customer needs. In order to achieve sustainable growth in this challenging environment, it is gravely important that workplaces be animated and every single employee put their abilities to work.

Precisely for this reason, Chubu Electric Power strives to instill a corporate atmosphere and shape workplace environments to emphasize skills and aptitude, and allow each individual in the workforce to show their personality while on the job. Chubu Electric Power also seeks ways to improve corporate systems so that employees are in good health and can perform their duties safely and with peace of mind.

"Eruboshi" certified, recognized as an Aichi Josei Kagayaki Company and selected as a "semi-Nadeshiko" company

In fiscal 2016, Chubu Electric Power retained its "Eruboshi" certification that Japan's Minister of Health, Labour and Welfare awards under the Act on Promotion of Women's Participation and Advancement in the Workplace, and was recognized by the Aichi Prefectural Government as an Aichi Josei Kagayaki Company (Aichi Women's Career Success Supporting Company). Additionally, Chubu Electric Power was listed as a "semi-Nadeshiko" company under the "Nadeshiko Brand" program jointly managed by Japan's Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange. All of this points to Chubu Electric Power being viewed by the public sector as a company that takes constructive steps to empower women via enhanced training, support for balancing work and family, and in other ways. Going forward, Chubu Electric Power will continue its support for its diversified workforce that includes women, elderly people, and the physically challenged, all the while increasing its competitiveness as a business.



Main activities in fiscal 2017

Support for a Diversified Workforce <small>See page 60</small>	<ul style="list-style-type: none"> ● Develop a corporate culture where all employees can fully utilize their individual capabilities regardless of gender, age, disabilities, etc. ● Support employees in balancing their professional, parental, and nursing care duties and promote a more efficient and productive work style.
Development of Human Resources <small>See page 62</small>	<ul style="list-style-type: none"> ● Systematically implement level-based training (e.g., training for new recruits, officers, etc.) and training designed to develop strategic human resources. ● Continue support for self-improvement activities (e.g., acquiring certifications, etc.).
Occupational Health and Safety <small>See page 63</small>	<ul style="list-style-type: none"> ● Conduct traffic safety training and drills, small group activities and safety patrols in accordance with Corporate Labor Safety and Well-Being Campaign Policies. ● Take disaster prevention measures for young and elderly people. ● Provide mental health education by level and rank. ● Develop measures that enable people to stay healthy and enjoy their jobs, e.g., providing information on the health hazards of overworking, etc.
Respect for Human Rights <small>See page 64</small>	<ul style="list-style-type: none"> ● Provide education and hold seminars on human rights. ● Provide education to prevent harassment. ● Provide training to counselors for the purpose of improving the quality of harassment counseling services.

Support for a Diversified Workforce

Chubu Electric Power views an active and diversified workforce and support therefor as an important business issue. This belief led to the establishment of the “Women’s Activities Promotion Office” as an organization solely for promoting the activities of women in 2007. In 2013, operations were expanded under the “Diversity Promotion Office” to add support for physically handicapped persons and the elderly.

Empowering female employees

Since Chubu Electric Power is recruiting and hiring women, the group offers them a variety of educational programs focused on career development tailored to their age, position, and personal situation (e.g., raising small children, etc.). Moreover, in addition to strengthening these programs, Chubu Electric Power is assigning women authority and transferring them within the company to accelerate their growth, providing training programs to all women serving as managers and officers, updating employment systems to promote more flexible ways of working, and teaching new world concepts intended to do away with antiquated gender-based role assignments in child-rearing.

Furthermore, the percentage of women recruits is increasing and their range of activity is broadening.

Going forward, Chubu Electric Power will continue these programs with the goal of doubling the number of women managers in fiscal 2014 by fiscal 2020.

Hiring more challenged people

For some time, Chubu Electric Power has proactively expanded its employment of challenged persons and long maintained its employment level above the statutory percentage. At present, about 340 challenged persons are active and demonstrating their abilities in diverse fields, including at Chubu Electric Power’s special subsidiary Chuden Wing Co., Ltd. (established in 2001).

To hire more mentally and intellectually challenged persons, Chuden Wing has branched into new job fields such as office support and cleaning. They also built a new annex building in January 2017 to expand job opportunities for the lesser advantaged. [See page 50](#)

Hiring seniors

Since April 2002, Chubu Electric Power has had a rehiring program in place that brings back retired staff to work fewer days and shorter hours, in order to capitalize on their seasoned abilities and rich experiences. That system was updated in July 2016 so

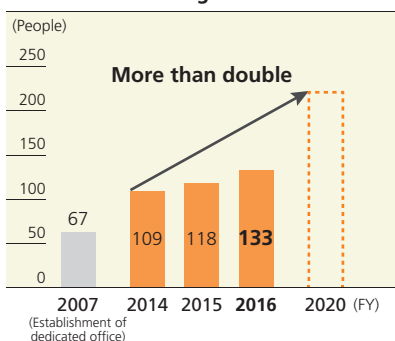
that rehires could contribute more to their workplaces, by modifying the scope of work, working hours and other working conditions to levels equivalent to regular employees (senior “full-time” staff). Resultantly, about 370 rehires were active in the Group at the end of March 2017.

Moreover, “self-help training” that is designed for helping people retain their motivation and skills, and stay active in their older years, is available to employees age 52 and above.

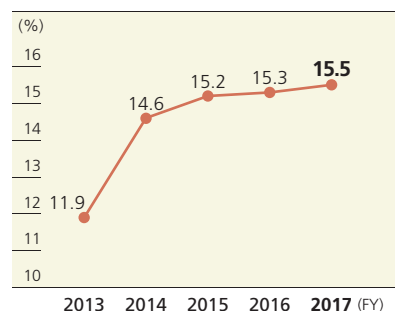
Promoting diversity across the Group

Diversity is promoted throughout the Group. This includes seminars and training programs specifically for group company presidents, women and managers. In fiscal 2016, officers and managers at group companies were invited to a seminar on “shaping workplaces into cheerful and motivating environments where human rights are respected”.

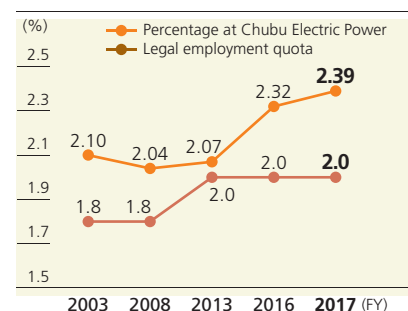
■ Historical numbers and future target for female managers



■ Percentage of women in the workforce



■ Percentage of challenged employees



Note: All employment figures are from Chubu Electric Power and are valid as of July 1.

Foundation for Creating Value (CSR)

Support for balancing work and pleasure

Chubu Electric Power has taken steps to help employees find ways to work that match their lifestyles. Along this same train of thought, efforts will be

taken to make workplaces more motivating as is encouraged by the “work style reforms” promoted by the Japanese government.

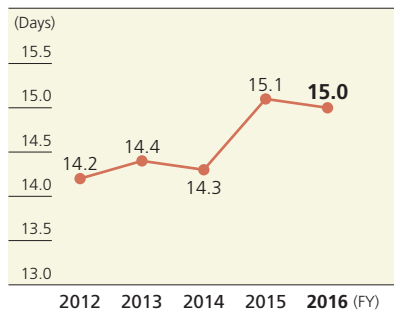
Objective	Support systems and mechanisms
Encourage ways of working that improve labor productivity.	<ul style="list-style-type: none"> • Introduction and broader application of “flex-time systems” that enable efficient ways of working by allowing the individual to set his/her own working hours according to the situation and circumstances of their work • Setting “no overtime days”, use of “overtime order card” and other means that inspire people to focus on work, work efficiently and enhance their productivity and creativity
Assist working people in balancing work, childcare, nursing responsibilities, etc.	<ul style="list-style-type: none"> • “Childcare leave system” that allows employees to take a leave of absence from work until the “day that the child turns 2 years old” or work reduced hours until the “child’s final day in first grade” • “Nursing care leave system” that allows employees a total leave of absence from work of 2 years and shorter working hours • “Flex-time system” that allows employees to flexibly adjust their work schedules according to childcare and nursing care responsibilities and circumstances • “Life-support leave” that allows employees to partake in volunteer activities and other social contributions, tend to one’s own or a family member’s medical condition, and attend school functions. • Seminars on balancing work and childcare/nursing care

TOPICS

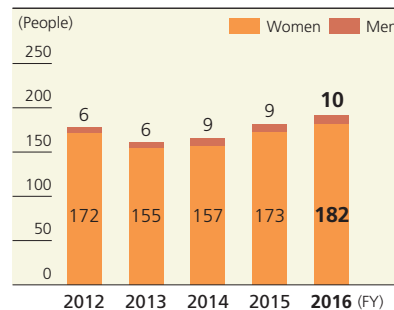
Hosting “Ikuboss” seminars

On October 21, 2016, the Chubu Electric Power Mie Regional Office and NTT West Japan Corp. jointly hosted an “Ikuboss” seminar due to the increasing number of employees requiring time for childcare or nursing care, which promoted strategies to develop workplaces where each and every employee can perform to the best of their abilities. The seminar participants, which included 19 people from management (including the General Manager), learned about the meaning of an “Ikuboss”, a person of authority who encourages his or her employees to balance work and personal life. They also had an opportunity to exchange opinions on producing good business results and setting an example as a person who knows how to enjoy life. Since they interacted with managers in a different line of business, all parties broadened their insights and raised their awareness of the importance of engaging others.

Days taken as paid annual leave per person



Persons taking childcare leave



Collaboration with local communities

In collaboration with other companies in the Chubu region, the Chubu Diversity Net was established in 2007 to share diversity-related information and their own experiences and practices. Consisting of 111 member companies and organizations (as of March 31, 2017), this business coalition organizes lecture events and opinion-exchange meetings for senior management and diversity champions, training for female workers, and other programs. Through the activities of the Chubu Diversity Net, we also work together with governmental and economic organizations to contribute to the advancement of diversity across the region.

External recognition

By whom	Fiscal year	Award name
Ministry of Health, Labour and Welfare	2013	Received the Aichi Labour Bureau Director Award for Excellence, the Corporation Awards for the Promotion of Gender Equality and Good Work-Life Balance (category of gender equality)
	2016	Acquired “Eruboshi” certification under the Act on Promotion of Women’s Participation and Advancement in the Workplace Acquired “Kurumin (3rd Trimester)” certification under the Act on Advancement of Measures to Support Raising Next-Generation Children
Ministry of Economy, Trade and Industry	2014	Selected from among the Diversity Management Selection 100 companies
	2015	Granted the Nadeshiko Brand* designation
	2016	Granted the semi-Nadeshiko Brand designation*
Aichi Prefecture	2010	Registered as a Family-Friendly Company
	2015	Received the Aichi Josei Kagayaki Company (Aichi Women’s Career Success Supporting Company) certification
	2016	Recognized as an Aichi Josei Kagayaki Company (Aichi Women’s Career Success Supporting Company)
Nagoya City	2009	Received the Award for Excellence of Childcare Support Company
	2010	Received the Female-Friendly Company Award

* Selected jointly by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange

Development of Human Resources

Human resources are the driving force behind a stable power supply and the competitive strength that enables the company to grow. Therefore, Chubu Electric Power continues to build and shape its human resource development programs and opportunities so that every single employee can perform to the best of their abilities.

Training and education programs

Chubu Electric Power is committed to developing human resources who can contribute to the development of society by fulfilling the Company's operational mission of safe and stable supply of electricity.

Toward this end, our supervisors train their teams in the course of their day-to-day operations and hold interviews with individual employees semiannually to set targets and identify room for improvement for the purpose of developing the next generation of human resources.

We also offer systematic training

programs, ranging from practical training regarding specialized knowledge and skills to training by position level (e.g., new employees, managers), and to management and leadership training for personnel nominated by their superiors.

Support for self development

To encourage employees' active, voluntary efforts toward self-development, we offer support programs for those who take external correspondence courses or aim to acquire qualifications.

Many employees use those

support programs to voluntarily acquire necessary knowledge and skills and further improve their capabilities to acquire qualifications.

Career Counseling Desk

To help individual employees develop and demonstrate their own capabilities and lead a fulfilling career, we have been offering counseling services at the Career Counseling Desk since fiscal 2006. Staff with appropriate qualifications such as career consultants have provided advice on about 3,700 cases to date.

Overview of HR development programs

	Off-the-job training				Support/suggestions system
	Position-based training	Diversity training, etc.	Strategic HR training	Practical training	
Managerial employees	<ul style="list-style-type: none"> Special training for managers Training for new workplace managers Training for new assistant managers 	<ul style="list-style-type: none"> Women leadership training 	<ul style="list-style-type: none"> Cross-industry training Dispatch training 	<ul style="list-style-type: none"> Training based on departmental training plans 	<ul style="list-style-type: none"> Support for taking recommended/required tests/ Self-development support/Improvement proposal system
General employees	<ul style="list-style-type: none"> Training for assistant managers-to-be Training for new senior staff 	<ul style="list-style-type: none"> Step-up training for female senior staff Private career counseling (for female employees) Role model forum (for female employees) 	<ul style="list-style-type: none"> Self-help training for 52-year-old employees Career Counseling Desk 	<ul style="list-style-type: none"> Training for strategic human resources 	
New employees	<ul style="list-style-type: none"> New employee training 	<ul style="list-style-type: none"> Seminars for employees with nursing duties Training for employees returning from childcare leave 			

Occupational Health and Safety

Chubu Electric Power recognizes that, no matter what the day and age, nothing is more important than ensuring the safety and health of those who work for the group. Therefore, so that every single member of the group's workforce is safe and healthy on the job, traffic safety is strictly enforced and activities designed to prevent work accidents and maintain physical and mental health are promoted.

Labor Safety and Well-Being Campaign Policies

In order to comprehensively promote safety and health management across the group, "Corporate Labor Safety and Well-Being Campaign Policy Meetings" are held. There, the directions of group safety and health management are discussed based on analyses of work accident trends and health management for employees and others, as well as reviews and evaluations of safety and health activities. From those discussions, a "Corporate Labor Safety and Well-Being Campaign Policy" is determined. This policy then serves as the basis for regional offices and project sites to craft their own safety and health management policies and

action plans, and to implement measures required by their respective situations.

Efforts to Achieve Zero Industrial Accidents

To prevent the occurrence of any industrial accidents, we focus on accident prevention measures for young and senior employees, who statistically tend to be more susceptible to accidents, as well as traditional safety activities to promote compliance with basic rules.

For road traffic safety, instructors and fleet operation managers in charge of ensuring safe driving in their respective workplaces work together with safety management

units to offer various training programs for safe driving.

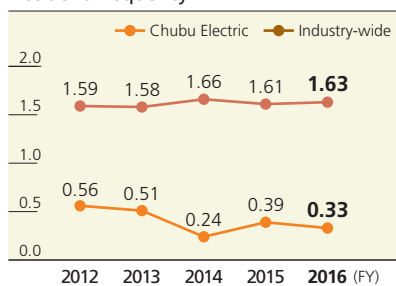
To ensure operational safety, construction work units and safety management units work closely to make Chubu Electric Power free from accidents by, for instance, conducting risk assessments to minimize accident risks, performing regular safety patrols and sharing the resulting findings and the subsequent improvements made.

Promoting Physical and Mental Health

Chubu Electric Power has a health management system that is intended to encourage employees to take an interest in managing their health. Spearheaded by industrial health care staff, carefully designed support is provided to help employees develop routines for staying physically fit. More specifically, simple tests are given to anyone age 40 and over to measure their physical strength. Walking events, stretching classes and other health-related activities are offered during work breaks. Mental health support including level-based education and follow-ups provided by the industrial health care staff are part of a greater effort to discover and treat mental issues early on.

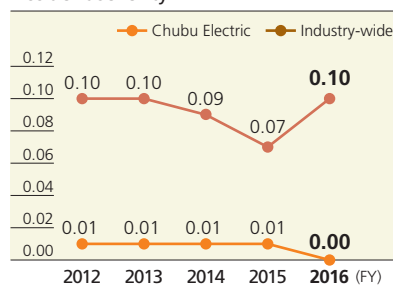
Industrial accident frequency and accident severity

Accident frequency*1



*1 Accident frequency: number of persons killed or seriously injured (with at least one day of leave) by industrial accidents per million working hours

Accident severity*2



*2 Accident severity: number of days of work lost by industrial accidents per 1,000 working hours (figures less than 0.005 are recorded as 0.00.)

Major health promotion activities

Physical	<ul style="list-style-type: none"> Simple tests for measuring physical strength and health-related activities are provided to help employees develop routines for staying physically fit Face-to-face advice and information are provided to prevent health problems caused by overworking. Health and nutritional advice is provided to prevent or control lifestyle diseases.
Mental	<ul style="list-style-type: none"> Mental health care services are offered by industrial health care staff (industrial physicians, healthcare practitioners, public health nurses, etc.) for the early detection and treatment of mental disorders. Mental health self-care and line care training is provided. Employees who have been absent from work due to illness or injury are monitored for their recovery and provided with support in their transition back to their work environment under a follow-up system. They are also assigned jobs in a phased manner and their performance is carefully monitored and supported under a reinstatement support program.

Respect for Human Rights

In order to fulfill its corporate social responsibility to build a society in which all human rights are respected, Chubu Electric Power has formulated the Human Rights Awareness and Education Policy, and set up Individual Rights Awareness Promotion Committees at the head office and regional offices.

Guided by the promotion plan approved by the Individual Rights Awareness Promotion Committees, we provide employees—new employees and managers alike—with education in the spheres of human rights awareness and harassment prevention. We also organize lecture meetings for executives and managers throughout the group. Harassment consultation desks accessible to all employees have also been established within the company and at a specialist organization outside the company, which carefully deal with the problems consulted.

Human rights awareness and education policy

1. We carry out initiatives to deepen correct understanding and awareness among employees, etc., in regards to problems of human rights (e.g., problems of social integration and discrimination based on disability, nationality, gender, etc.).
2. We carry out awareness-raising initiatives on problems of social integration, understanding this to be an important part of human rights issues.
3. Our awareness-raising initiatives are systematic and continuous.

Employment Situation under Good Labor-Management Relations

A union shop system is adopted at Chubu Electric Power, and all employees except for managers are members of the Chubu Electric Power Workers Union. As equal partners whose relationships are built upon equality, trust, and mutual respect, the management and the union hold Joint Management Council Meetings as needed to discuss management plans and important policies, and exchange opinions regularly through other opportunities to maintain good relations.

■ Employment statistics

	Men	Women
Number of employees	14,870 (89%)	1,879 (11%)
Average age	41	39
Average years of service	22	18
Numbers in managerial positions	5,548 (98%)	128 (2%)
Persons newly hired	321 (85%)	59 (15%)

Note: The figures are as of March 31, 2017. "Persons newly hired" are those who joined the Company in April 2017. The numbers of employees above represent the number of employees on our payroll. The figures in parentheses indicate the percentage of males and females in each workforce category.

Message from General Manager of Personnel Department



Kazuhiro Yoshida
General Manager,
Personnel Department

Creating a positive and fulfilling workplace

We believe it important towards our being the definitive choice of customers and, by virtue thereof, growing sustainably as a business that every member of our diversified workforce improve and demonstrate their abilities, which we help them to do. This also means providing training and developing workplace environments so that women, the elderly, and challenged persons find it easy to work at Chubu Electric Power and can be just as active as others. In fact, the steps we have taken to help women play an active role in corporate business have been highly rated by outside entities. We also have been monitoring trends in response to the "work style reforms" promoted by the Japanese government and promoted changes of our own that enhance productivity, such as to allow employees to flexibly adjust their work schedules, which we continue to spread out within the group. Moreover, we are very proactive about providing training and education opportunities that help our employees to personally grow. Going forward, we will maintain a healthy corporate atmosphere where human rights are respected and will continue to develop "motivating" workplace environments where every single employee can perform to the best of his/her abilities.