

Human Capital Development

SOCIAL

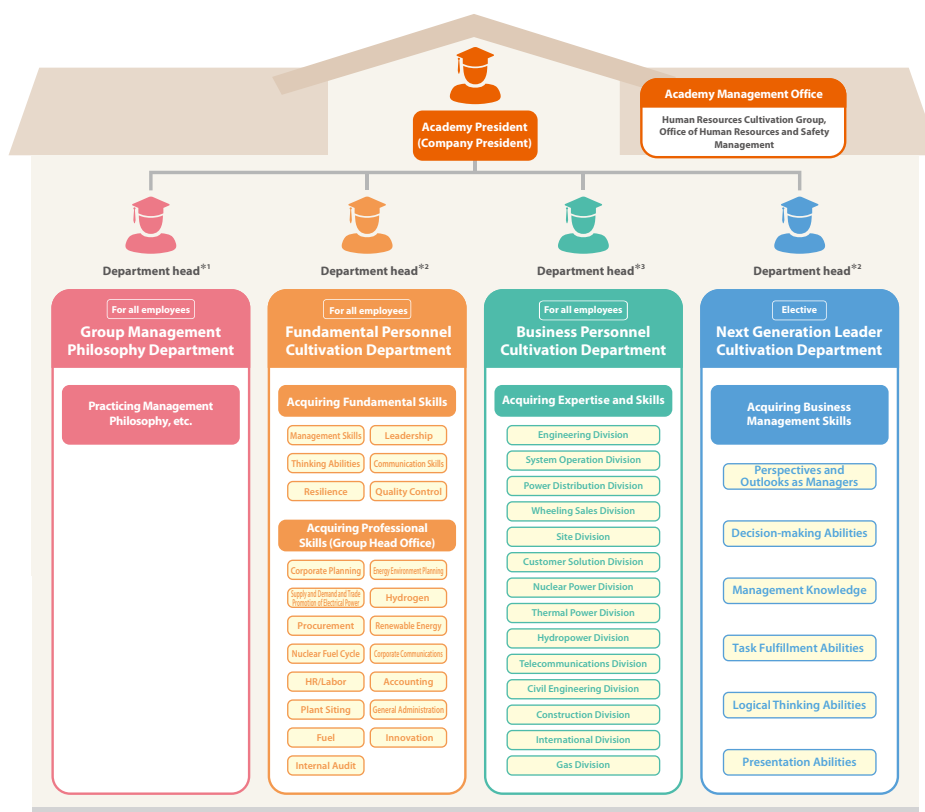


Development measures for “human capital” innovation

► Policy and Concept

● About the 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.”



*1: Director, Office of Corporate Planning *2: Director, Office of Human Resources and Safety Management
*3: Division Manager of Each Division and President of Kansai Transmission and Distribution, Inc.

● 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, to anticipate future changes in the business environment and workstyles, we will launch new training measures, including reskilling, targeted for both young and experienced employees. We plan to implement more development measures designed to enhance each employee’s strengths and improve or overcome challenges that require deeper understanding, ensure that expertise is handed down to the next generation, and encourage actions to improve productivity and create added value driven by digital technology.

► Goals

Improving employee DX literacy

Percentage of autonomous action taken triggered by practical training: 50% or more*1*2

*1 The percentage of employees who responded to a questionnaire survey conducted after taking a practical training course saying that they took additional actions based on their autonomy, e.g., putting knowledge acquired at the training into practice at work or autonomous learning about DX.

*2 Apart from the practical training, basic training on DX literacy improvement will be provided for all employees by the end of fiscal 2023.



Efforts

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.



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
	Hydrogen business	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 2018	FY 2019	FY 2020	FY 2021	FY 2022	Cumulative total	Year-on-year change
Number of applicants	124	44	88	121	92	469	-29
Number of successful applicants	20	13	33	27	30	123	+3

[Dual work challenges]

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Cumulative total	Year-on-year change
Number of applicants	18	24	10	49	55	156	+6
Number of successful applicants	14	15	8	26	39	102	+13



◆ 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 their superiors, and are also used for OJT and reassignment for the purpose of supporting our employees' career development.

◆ Autonomous career development support tool

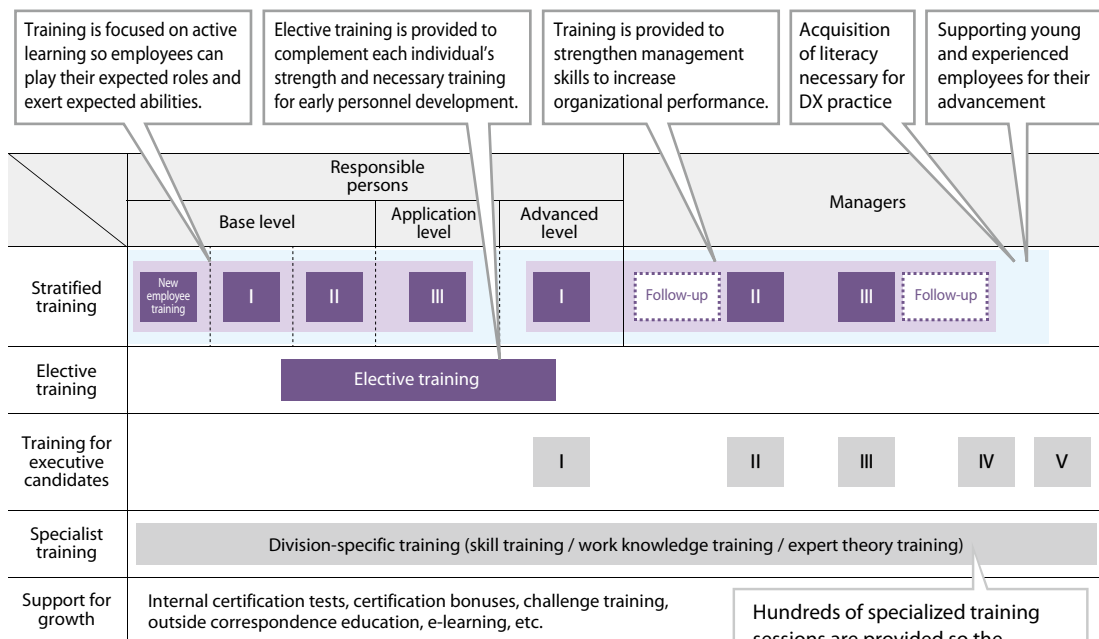
In order to create an environment in which employees can think deeply about their own careers, gain awareness, and grow, we have published a Self Design Book, a support tool for autonomous career development. By reading this booklet, thinking over the content, and learning through various questions regarding "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. In addition, to further support each employee's autonomous career development, we have enhanced tools that help employees envision their specific careers in each division.



Foster Training

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, selective training that complements individual strengths and deeper understanding for early development, specialized training to enhance business expertise, as well as executive candidate development programs.

◆ Our training and development systems



Training is focused on active learning so employees can play their expected roles and exert expected abilities.

Elective training is provided to complement each individual's strength and necessary training for early personnel development.

Training is provided to strengthen management skills to increase organizational performance.

Acquisition of literacy necessary for DX practice

Supporting young and experienced employees for their advancement

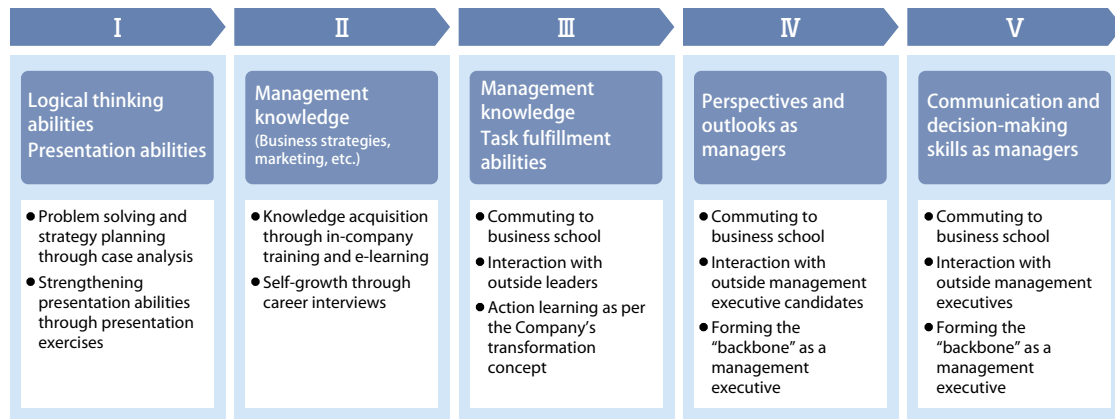
Total number of training participants **38,685**

Hundreds of specialized training sessions are provided so the expertise and skills will be improved and handed down. Each trainee's target and acquisition status of professional skills is clarified for their training in a planned manner.

◆ Next generation leader—executive candidate development programs

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.



◆ Creating opportunities for interaction between management and employees

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, management and trainees exchange opinions in small groups when trainees are in their second year in the Company and when they are newly appointed as special managerial personnel.

◆ 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, aiming to acquire DX literacy for all employees, we will add new stratified curriculum and work with K4 Digital, Co., Ltd. to develop DX personnel and increase their expertise.

◆ Support for self-growth

A variety of systems have been developed as an opportunity to motivate each employee to develop their abilities and make autonomous challenges.

Certification bonus system	A system to provide money gifts to employees who passed the company-designated national exams for the encouragement of acquiring qualifications highly related to their work (approx. 200 qualifications, up to 500,000 yen) • Increased amounts of gift money are provided to those who acquired the company-designated important qualifications early (maximum increase of up to 200,000 yen)
Challenge training	Application-based training to support employees who voluntarily strive to have a broader viewpoint in a wide range of fields, which is difficult in routine work A variety of courses provided in three categories: "hands-on/tour type," "related to business at the Company," and "qualification acquisition"
Outside correspondence education and e-learning	Broad range of outside correspondence education and e-learning provided, from business skills to cutting-edge IT skills that serve as growth opportunities to motivate employees to develop their abilities and autonomously take on the challenge of expanding their horizons



Recognize Appraisal

◆ 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.

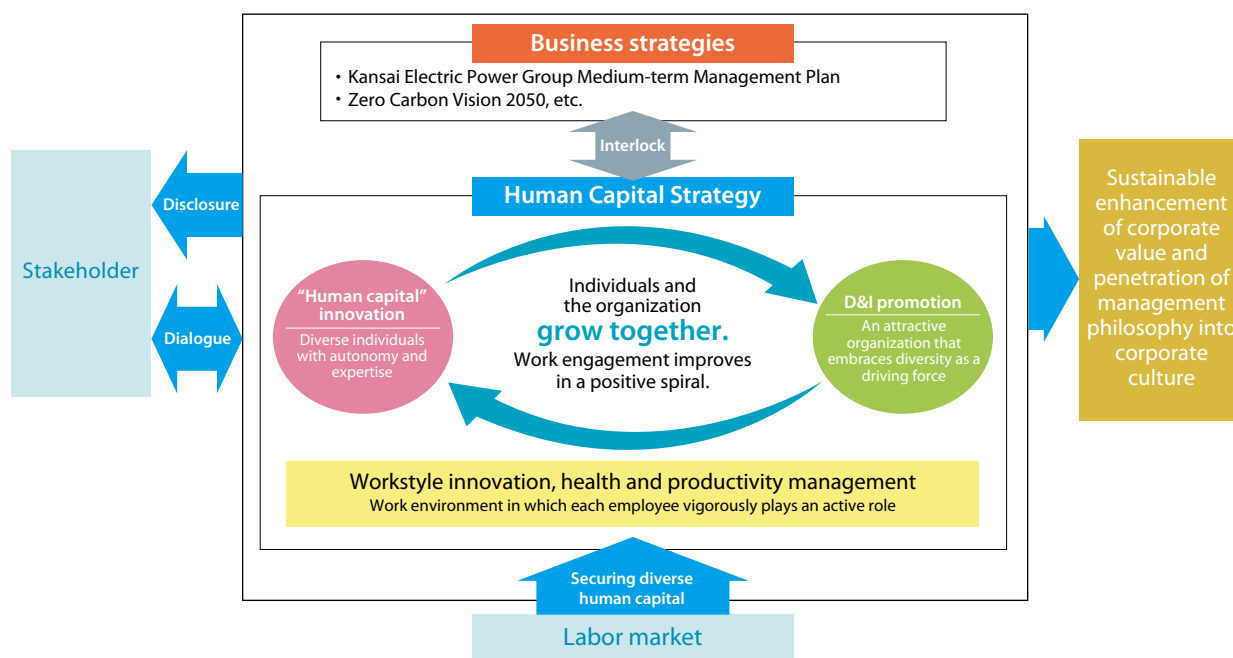
We have also adopted a multidimensional appraisal system, and introduced it for managers above a certain level.

* 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.

● General picture of "reinforcement of human capital base"

General picture of "reinforcement of human capital base" —Toward the practice of human capital management—

- The Group will create a virtuous cycle in which individuals and the organization grow together while embodying our Values: "Fairness, Integrity, Inclusion, and Innovation," through human capital innovation and D&I* promotion grounded in work environment improvement through workstyle innovation and health and productivity management. *D&I: Diversity & Inclusion
- By making these human capital strategies interlock with business strategies, we will contribute to the achievement of the Medium-term Management Plan, enhance our corporate value on a sustainable basis, and encourage penetration of our management philosophy into our corporate culture.



◆ "Human capital" innovation

In order to pursue EX, VX, and BX, or the key initiatives of the Kansai Electric Power Group's Medium-term Management Plan, we will provide employees with opportunities to gain diverse experience and put their expertise into practice by encouraging them to take on the challenges of building their intended careers in the company and promoting their autonomy, and also by providing training that will help them develop their expertise. Moreover, in addition to increasing mid-career recruitment, we will actively acquire human capital from the labor market by, for example, inviting human capital for dual/concurrent jobs and further enhance and improve the diversity and expertise of our human capital to nurture and secure human capital that can interlock with our business strategies.

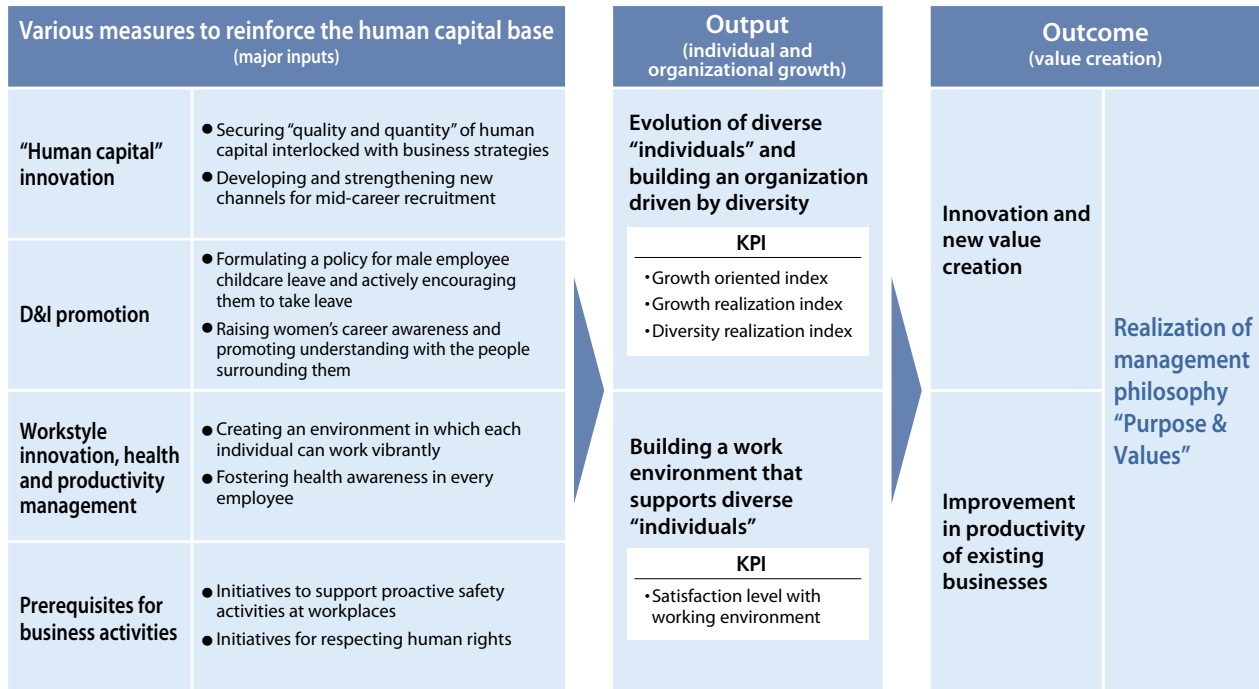
◆ D&I promotion

With the strength of each individual's "differences," by transforming diverse ways of seeing things and ideas into organizational "power," we will improve the creativity and flexibility of the entire organization. With an organization that attracts diverse individuals with autonomy and expertise, we will build a relationship where individuals and the organization grow together through empathy.



◆ Workstyle innovation, health and productivity management

We are taking advantage of digital technology to add value to our operations, developing workplaces for realizing diverse workstyles, and continuing to carry out health and wellness activities on a workplace basis. Through pursuit of a better working environment, we aim for “each and every employee to lead a vibrant and fulfilling life.”



● Relevant data

	FY 2020	FY 2021	FY 2022	Year-on-year change
Number of training participants (in total)	29,414	33,302	38,685*	+5,383
Hours spent in learning per employee	36.9 hours	41.2 hours	43.5 hours*	+2.3 hours
Total training costs	1,540 (million yen)	1,462 (million yen)	1,479 (million yen)*	+17 (million yen)
Training cost per employee	85,800 yen	83,000 yen	85,400 yen*	+2,400 yen

* Estimated results

