

# Human Capital Development

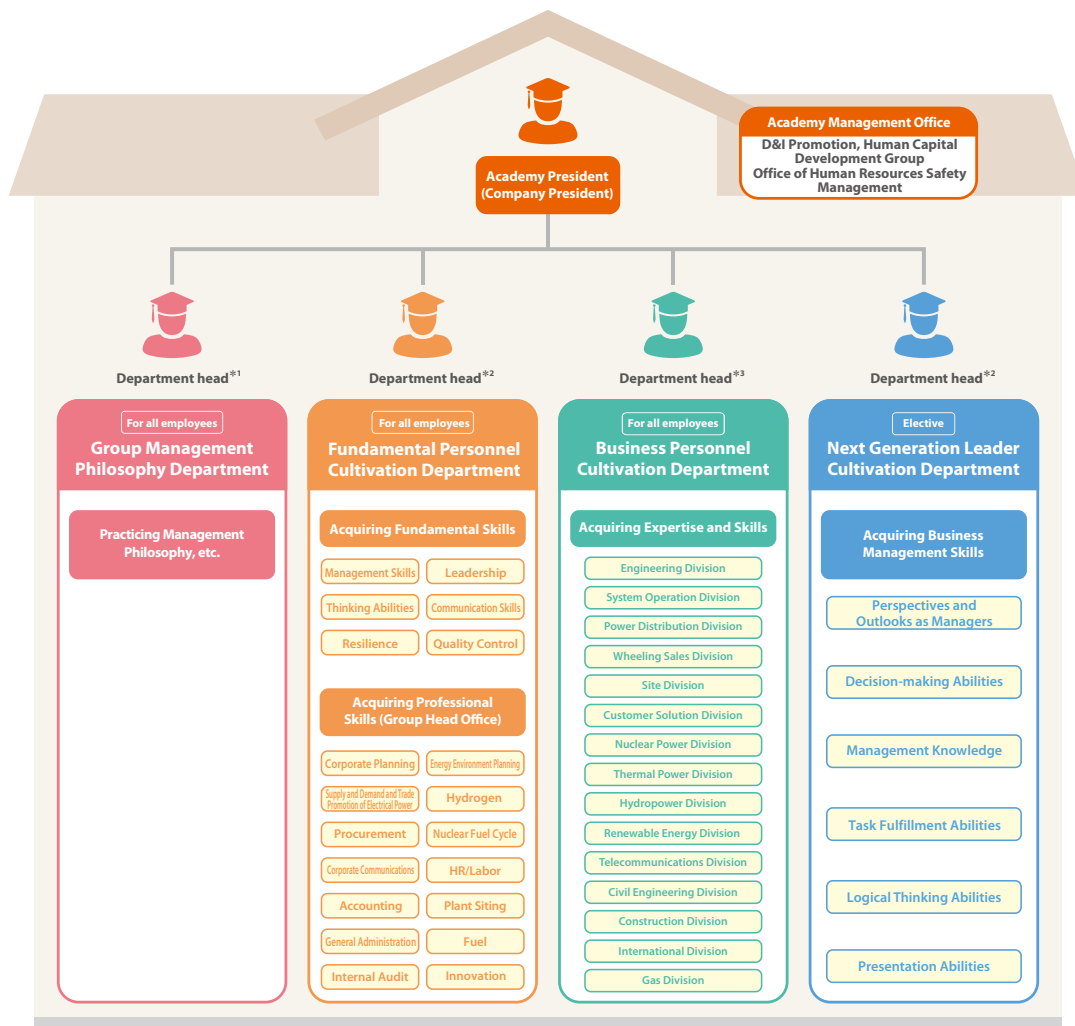
SOCIAL 

## Enhance individual abilities

### ► 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 this, to anticipate future changes in workstyles and the business environment, we will launch new training measures, including reskilling, targeted for both young and experienced employees, and adopt new measures to reinforce support for voluntary individual efforts. We also plan to implement more development measures designed to ensure that expertise is handed down to the next generation, acquire new technologies and high levels of expertise in response to environmental changes, and improve productivity and create added value driven by digital technology.



## Goals

### ● DX human capital development

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. In fiscal 2023, the percentage of autonomous actions taken triggered by practical training reached 78.9%, confirming that the training helps improve employee DX literacy. Aiming for DX literacy for all employees, we will work with K4 Digital Co., Ltd. to develop DX personnel and increase their expertise.

Improving employee DX literacy

Percentage of autonomous action taken triggered by practical training: 50% or more\*<sup>1</sup>

FY 2023 results

Percentage of autonomous action taken triggered by practical training: 78.9% (2,232 participants)\*<sup>2</sup>

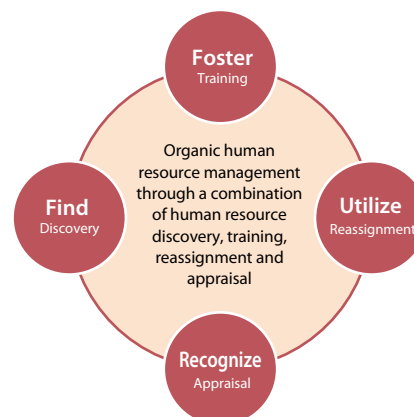
\*1 The percentage of employees who responded to a questionnaire survey conducted after taking a practical training course saying that they took additional actions based on their autonomy, e.g., putting knowledge acquired at the training into practice at work or autonomous learning about DX.

\*2 100% of eligible participants have already taken the training sessions.

## Efforts

### ● Personnel development measures

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.



Find  
Discovery

Utilize  
Reassignment

#### ◆ 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.

Classification	Details
Expert career challenges	A system to find and foster employees who have potential to be active in the medium to long term, with the aim of acquiring exceedingly high-level expertise
Job challenges	An in-house application system that allows transfer to meet the needs of career selection of individual employees, e.g. those who wishes to broaden their careers through new work experiences
Dual work challenges	A system aimed at further growth through diverse work experiences, in addition to their original work, under which participants take on another type of work (specific project work, etc.) during some of their working hours



**Expert career challenges\* (Established in FY 2018)** \*Some of the courses have been transferred to Job challenges since FY 2023

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Cumulative total	Year-on-year change
Number of applicants	124	44	88	121	92	10	479	-82
Number of successful applicants	20	13	33	27	30	3	126	-27

**Job challenges (Established in FY 2023)**

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Cumulative total	Year-on-year change
Number of applicants	—	—	—	—	—	50	50	—
Number of successful applicants	—	—	—	—	—	10	10	—

**Dual work challenges (Established in FY 2018)**

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Cumulative total	Year-on-year change
Number of applicants	18	24	10	49	55	57	213	+2
Number of successful applicants	14	15	8	26	39	41	143	+2

◆ **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**

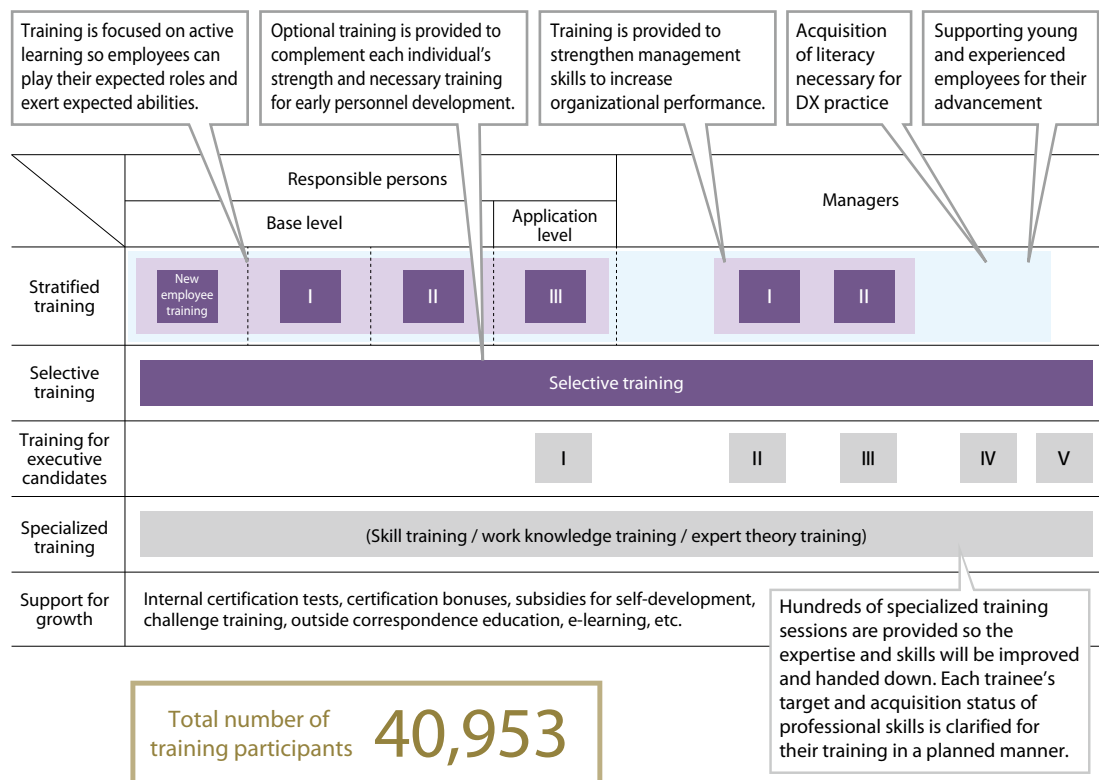
In order to create an environment in which employees can think deeply about their own careers, gain awareness, and grow, we have published a Self Design Book, a support tool for autonomous career development. By reading this booklet, thinking over the content, and learning through various questions regarding "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.

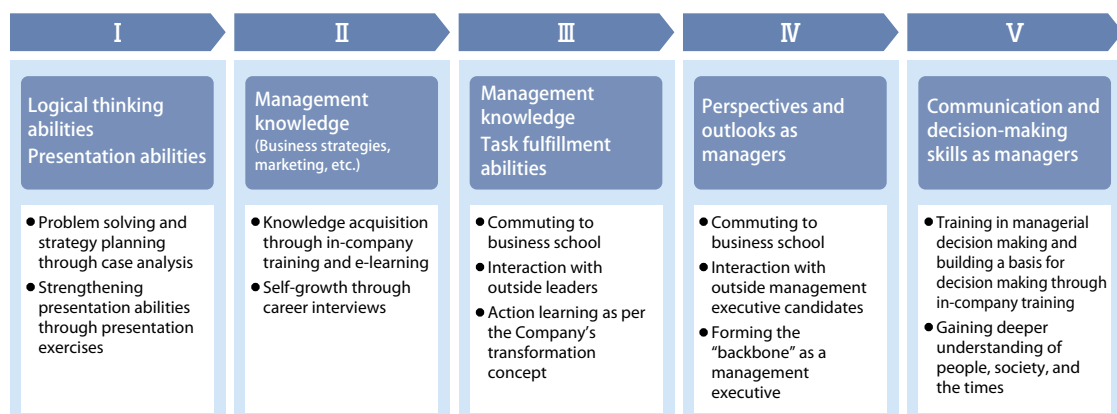
### ◆ Our training and development systems



### ◆ 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 opportunities 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.

#### ◆ 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.

<b>Certification bonus system</b>	A system to provide a certification bonus to employees who passed the company-designated national exams for the encouragement of acquiring qualifications highly related to their work (approx. 200 qualifications) • Increased certification bonus are provided to those who acquired the company-designated important qualifications early
<b>Self-development subsidy system</b>	A system that subsidizes half of the expenses for attending external seminars, purchasing books, etc., to encourage autonomous career development
<b>Challenge training</b>	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"
<b>Outside correspondence education and e-learning</b>	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

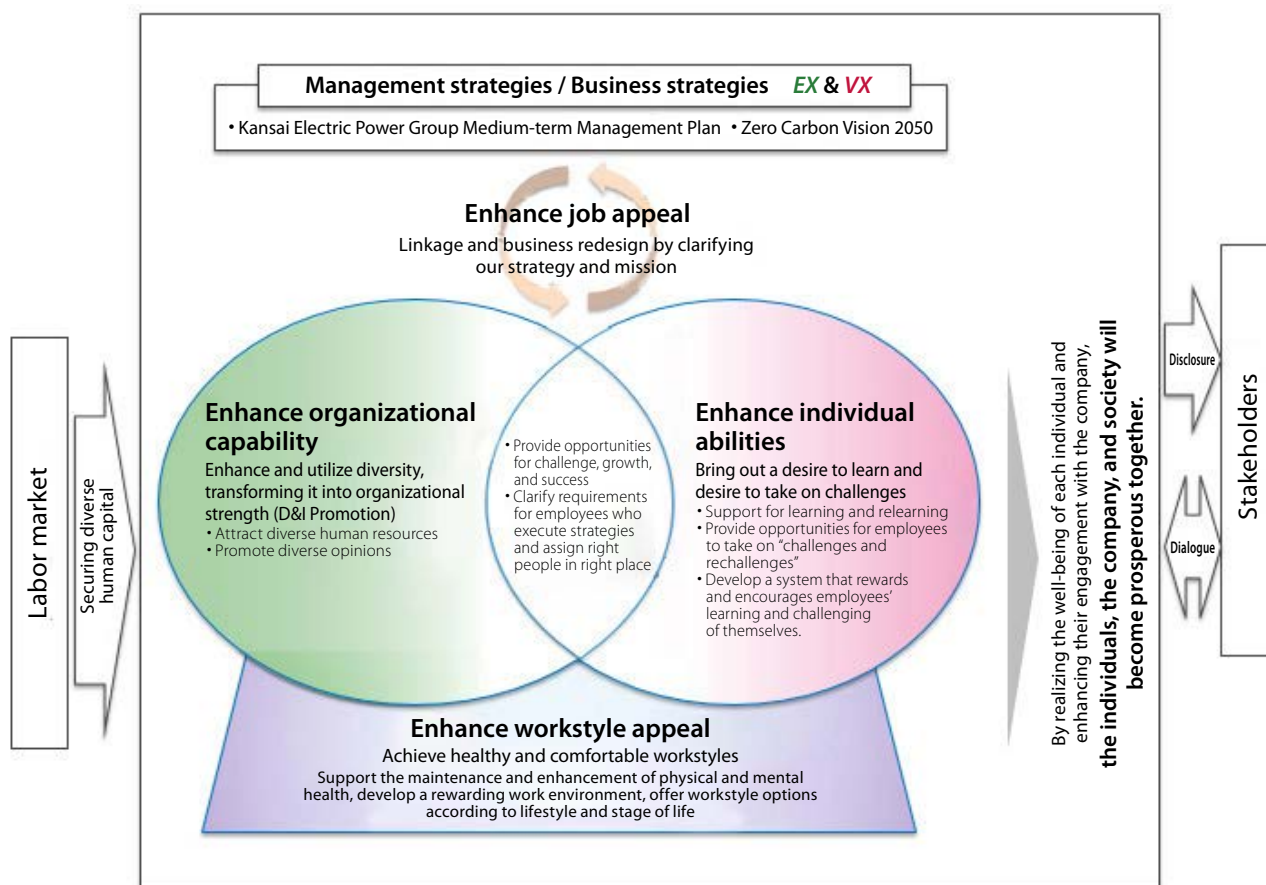
We have put in place a mechanism to carefully evaluate\* each employee's attitude, abilities and qualities and level of contribution to our corporate performance from the perspective of practicing our management philosophy, reflecting these in their salaries, etc., to provide employees with more willingness 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.



## ● Human capital



### ◆ Enhance job appeal

We will enhance job appeal at our Company by enabling employees to focus on work that leads to the creation of new value and high value-added work.

We specifically aim to link management and business strategies with the Three Enhancements listed below, by motivating employees to work by defining each individual's mission through dialogue in each department and workplace, as well as by clarifying the organizational and individual capabilities required to achieve the mission. In addition, by redesigning work duties from scratch in reference to each person's mission, we will create an environment that allows us to focus on work that is truly valuable.

### ◆ Enhance individual abilities

For the Kansai Electric Power Group to cope with the changing business environment and achieve sustainable growth according to its management philosophy, individual abilities must be enhanced. We will proceed with a variety of initiatives to bring out employees' desire to learn and take on challenges.

Specifically, the Kansai Electric Power Group Academy will support learning and relearning by renewing its learning platform and developing an environment where employees can study whenever they want, allowing every employee to improve their own abilities with a willingness to grow and take on challenges, with the aim of making the Kanden Transformation happen.

Moreover, we will provide opportunities for taking on “challenges and rechallenges” by expanding our in-house application system, external secondment, and sideline dispatch, and develop a system to praise and reward employees who are learning and taking on challenges by recognizing and rewarding not only the results of challenges, but also their act of taking on challenges.

### ◆ Enhance organizational capability

We will promote various initiatives to transform the diversity of our human capital into organizational strength by respecting, accepting, and utilizing the differences of each individual and turning diverse values and ideas into organizational strength (D&I promotion).

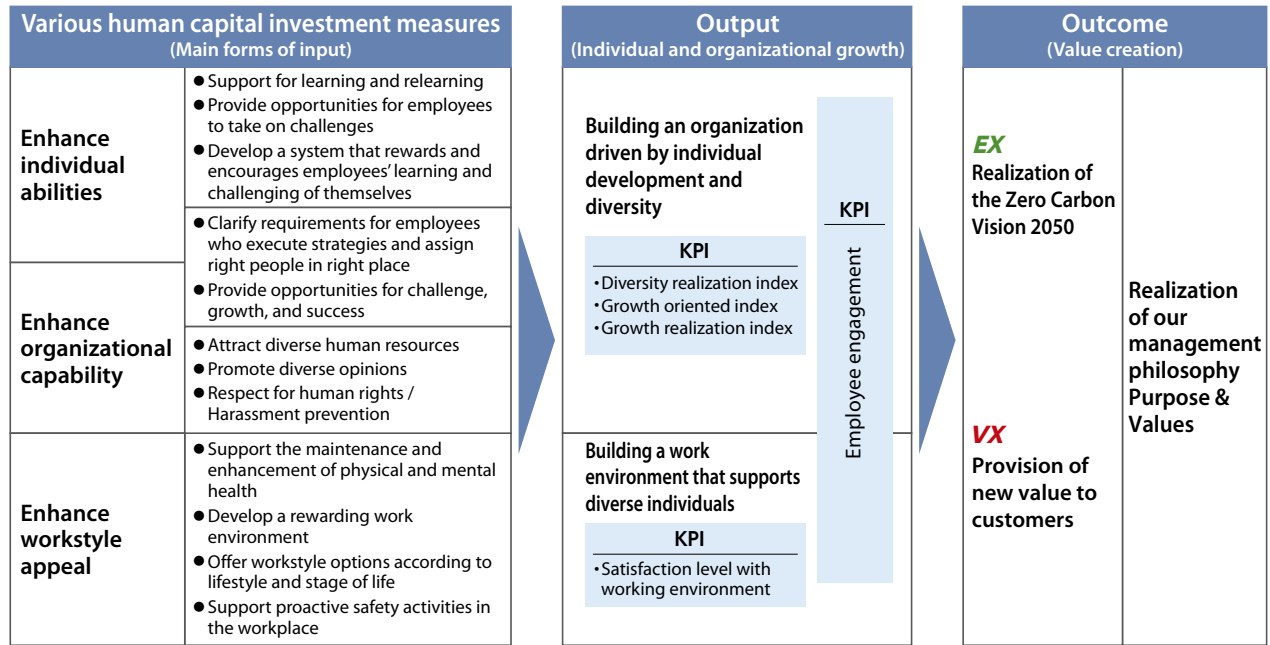
In conjunction with increasing mid-career recruitment, specific measures include acquiring diverse human capital by accepting secondment and side job seekers from other companies, and by utilizing external specialists through outsourcing as well as building a displaced workers' network, while also promoting diversity of opinions within the organization by enhancing facilitation training.



### ◆ Enhance workstyle appeal

With the basic premises of compliance and preventing harassment, we will support the health of each employee and create an environment in which every employee feels enthusiasm toward their work in good health by putting in place flexible workstyles not bound by time or place, fostering a workplace culture that respects individual workstyles.

We will specifically support employee maintenance and enhancement of physical and mental health by holding health promotion events, enhancing regular health checkups, and through other health measures. We will also develop a rewarding work environment and offer workstyle options according to lifestyle and stage of life by providing better employee benefits, including a housing system for employees with work location restrictions due to business reasons, and adopting new systems such as grandchild nursing leave and infertility treatment leave.



Indicators	Targets	Results (FY 2023)
Growth oriented index (Note 1)	80% or more by FY 2025	76%
Growth realization index (Note 2)		65%
Diversity realization index (Note 3)		67%
Satisfaction level with working environment (Note 4)	① 100% by FY 2025 ② Higher than the previous year's level	① 92% ② 63%
Employee engagement (Note 5)	Higher than the previous year's level	① 81.8% ② 50.3% ③ 81.8%

- Notes: 1. Percentage of employees who voluntarily took action in the past year with the willingness to grow  
2. Percentage of employees who realized growth in the past year  
3. Percentage of employees who feel that their workplace utilizes diversity  
4. ① Percentage of employees who feel that awareness of not tolerating any kind of harassment has been established in their workplace  
② Percentage of employees who are satisfied with their workstyles, in terms of both time and place  
5. Percentage of employees who answered "fairly or sort of true" to the following three questions in the internal questionnaire survey:  
① You feel your job is rewarding and you are proud of it.  
② You think your job at the company will be more rewarding in the future.  
③ Do you like Kansai Electric Power Company / Kansai Transmission and Distribution?

### ● Relevant data

	FY 2021	FY 2022	FY 2023	Year-on-year change
Number of training participants (in total)	33,302	38,685	40,953*	+2,268
Hours spent in learning per employee	41.2 hours	43.5 hours	44.3 hours*	+0.8 hours
Total training costs	1,462 (million yen)	1,479 (million yen)	1,886 (million yen)*	+407 (million yen)
Training cost per employee	83,000 yen	85,400 yen	97,500 yen*	+12,100 yen

\* Estimated results

