

Human Capital Development

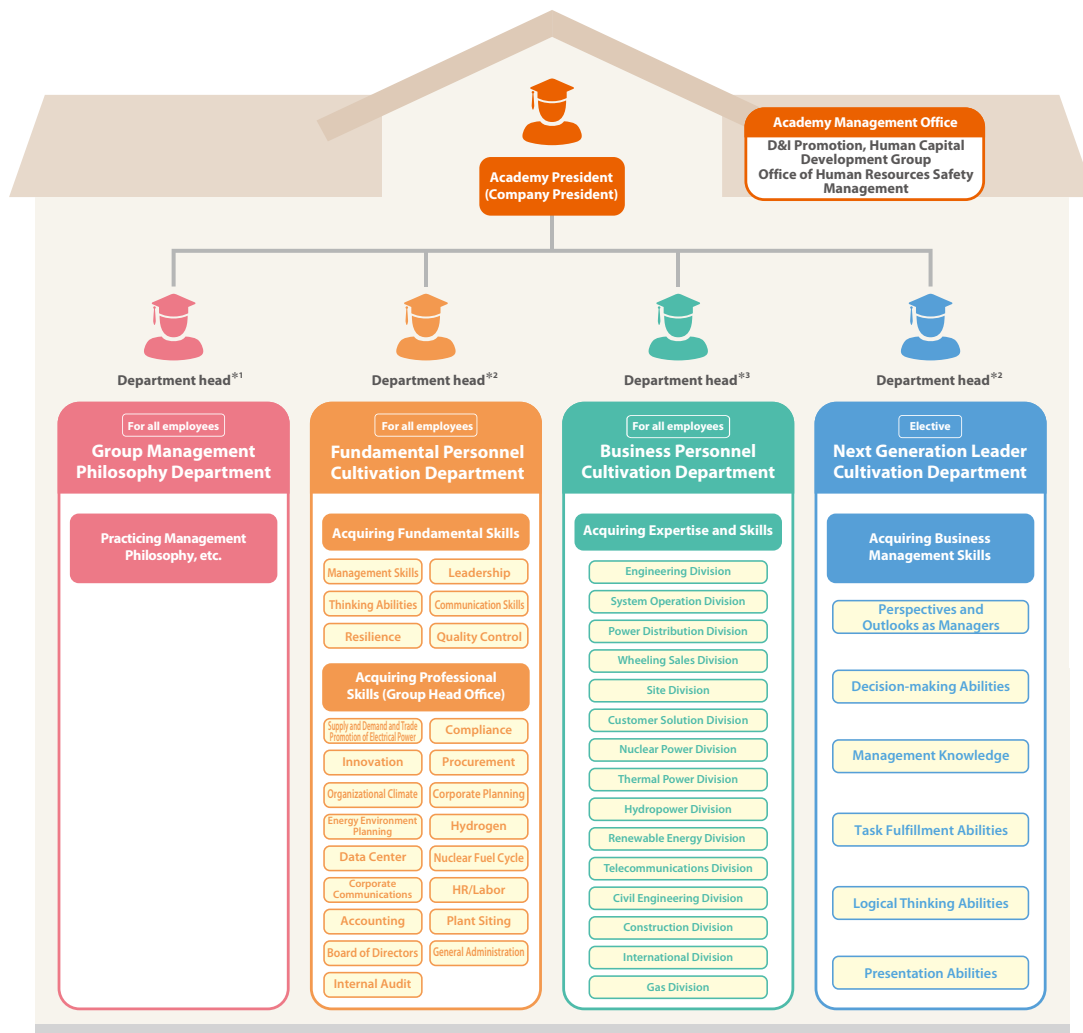
SOCIAL 

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 support the realization of career plans and self-directed individual learning. We also plan to implement more development measures designed to assure handing down of expertise to the next generation, acquire new technology and high levels of expertise in response to environmental changes, and improve productivity and create added value driven by digital technology. Additionally, we will work to establish an environment conducive to early personnel development.



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 2024, the percentage of autonomous actions taken triggered by practical training reached 81.8%, 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*¹

	FY 2023	FY 2023
Percentage of autonomous action taken triggered by practical training for DX literacy* ²	78.9% (2,232 participants)	81.8% (2,118 participants)

*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.

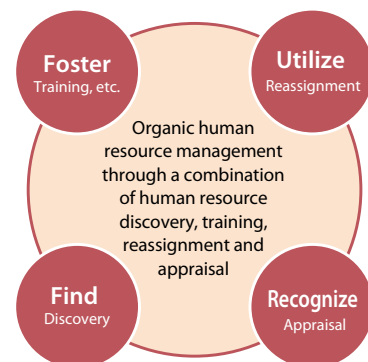
*² 100% of eligible participants have already taken the training sessions.

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.



◆ Adoption of an in-house application system (e-Challenge System)

Supporting the autonomous 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.

In fiscal 2025, we adopted Project Leader Challenge* to expand growth opportunities for employees and the possibility of creating new businesses. This is a system to call for project managers to be engaged in identifying and exploring management issues and new fields. Anyone meeting the requirements, e.g., experience and skills, can take on a challenge in the post of their choice. During the project period, appraisal and compensation standards according to job responsibilities are applied. This system provides employees with attractive opportunities to take on challenges, while at the same time enabling rapid assignment by project leaders in our Company.

*Introduced for managers in FY 2025



Classification		Details
e-Challenge System	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
	Project leader challenges	A system to call for project leaders who tackle management challenges and explore new fields
Application-based short-term assignment training at the head office		An in-house application-based assignment training system designed to broaden knowledge by gaining diverse experience through on-the-job training at the head office, primarily from the perspective of supporting career development in each employee's own department

[e-Challenge System: Number of applicants and successful applicants]

	FY 2022	FY 2023	FY 2024	Total
Number of applicants	147	117	173	437
Number of successful applicants	69	55	53	177

	Cumulative total (FY 2018 to FY 2024)
Number of applicants	915
Number of successful applicants	333

[e-Challenge System: Number of courses by classification (FY 2024)]

Expert career challenges	4 courses
Job challenges	23 courses
Dual work challenges	42 courses
Project leader challenges	4 courses



◆ 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.



◆ Enhancing support measures for managers

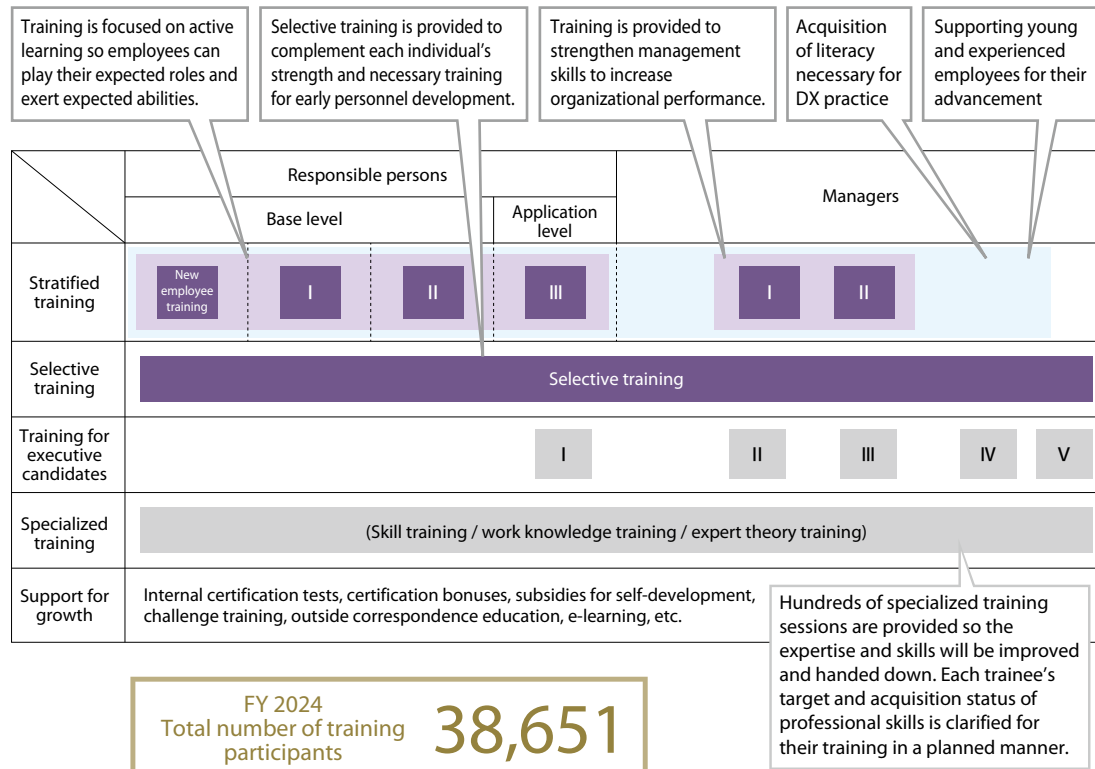
For supervisors to attentively support the growth of their subordinates and give an additional boost to their autonomous career development, we are working to improve the systems and support measures that encourage the behavior we expect of supervisors, with a focus on enhancing communication opportunities and quality by introducing a "self-evaluation sheet" designed to share recognition of subordinates' strengths and points of awareness, as well as to encourage feedback for their growth, along with providing training programs on management and coaching and support tools for system operation. Starting in fiscal 2025, "communication weeks" have been introduced to concentrate on communication on careers, contribution, and growth.



Foster Training, etc.

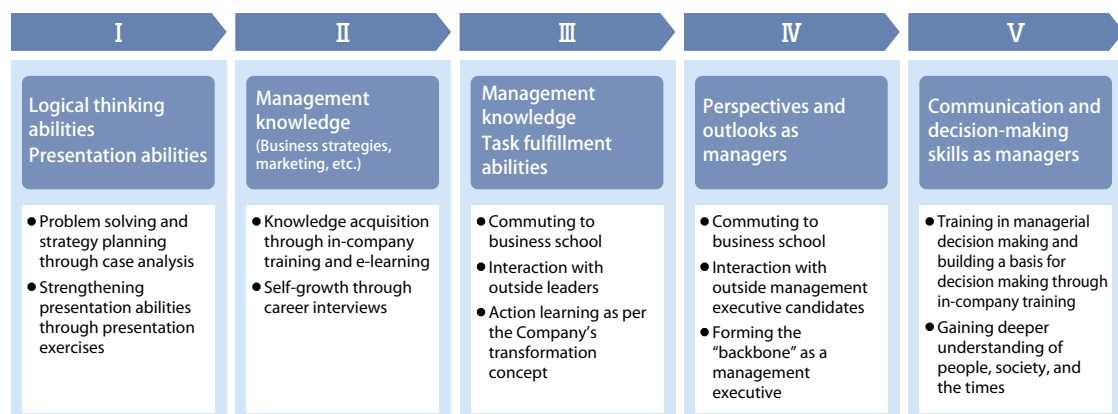
As part of personnel development measures through the Kansai Electric Power Group Academy, we support employees who are looking to improve their abilities and advance in their careers by providing stratified training for early development, selective training that complements individual strengths and 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) 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 where 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.

Certification bonus system	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)
Self-development subsidy system	A system that subsidizes half of the expenses for attending external seminars, purchasing books, etc., to encourage autonomous career development
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"
In-house e-learning	To bolster support for self-directed learning, an environment is provided for all employees to receive approximately 1,000 courses using internal and external devices.
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 and wage system review

To develop an environment and working conditions for each employee to work vigorously with a motivation to take on challenges and grow, starting in fiscal 2025, we have reviewed our system to emphasize and reward individuals for the contributions they are making now. The review was aimed at making the system evaluate and reward contributions through a single fiscal year, enabling more effective and flexible appraisal than ever before. We will also continue to reflect the appraisal results appropriately in their wages, etc., and provide growth-oriented feedback from supervisors to subordinates, thereby providing employees with more willingness to grow and feel more motivated and rewarded.

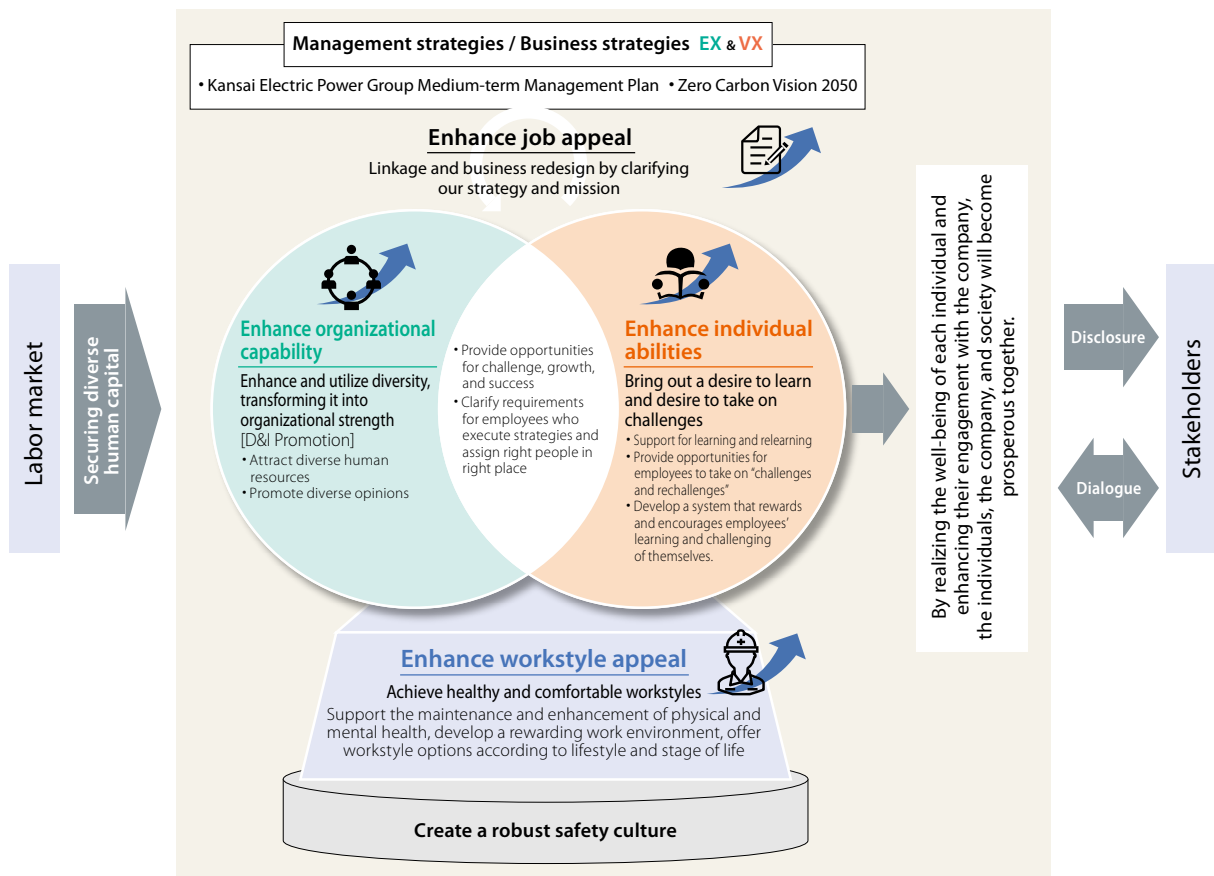
◆ Multidimensional appraisal

We have introduced a multidimensional appraisal system for managers to foster an open organizational climate that will not tolerate harassment and to raise awareness for further growth. A survey targeting those involved in multidimensional appraisal found that approximately 80% of the appraisees felt that multidimensional appraisal has benefits. Their feedback is utilized to improve business operations and subordinate management.



● Human capital

The following diagram shows the general picture of the reinforcement of our human capital base in the BX initiatives to strengthen our management foundation, as set forth in the Kansai Electric Power Group Medium-term Management Plan (2021–2025). Based on the premise of creating a robust culture based on safety, we will achieve a virtuous cycle in which individuals and the organization grow together through practice of the four “enhancements” while aligning management and business strategies with human capital strategy.



With a focus on the practice of the four “enhancements” of organizational capability, individual abilities, workstyle appeal, and job appeal, we are implementing measures that draw out each employee’s willingness to grow and take on challenges and transform diverse values into organizational strength, developing a healthy and comfortable working environment. Furthermore, by aligning human capital strategy with business strategy and clearly defining individual missions, we are developing an environment where employees can concentrate on work of true value. Toward steadfast implementation of EX and VX-related investments set forth in our medium-term management plan, we are also working to secure and train human resources needed to promote each business in our strategic business portfolio, including the development of zero-carbon power sources, data center, VPP, and grid scale battery businesses.

◆ 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 side jobs at other companies through our inter-company talent exchange* program, 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.

* Side job program whereby specific companies accept human resources from each other



◆ 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.

◆ Value creation process and output indicators

Most recently, all KPIs have been maintained or exceeded the previous year's results, with employee engagement notably on the rise. On the other hand, some indicators have not yet reached their targets. To further speed up our efforts, from fiscal 2025, we will implement "measures for supervisors to attentively support the growth of their subordinates," thereby improving a growth-oriented mindset and growth realization in employees. In addition, we aim to build a work environment that supports diverse individuals and an organization driven by diversity, mainly through initiatives to accept and utilize diverse values, ideas, and opinions; organizational climate reforms; and multidimensional managerial appraisal. Moreover, we will further enhance "future job satisfaction" by enhancing job appeal and encouraging autonomous career development of each employee. We are addressing requests from employees regarding human resource infrastructure as quickly as possible, from those we can start with.

Various human capital investment measures (Main forms of input)	Output (Individual and organizational growth)				Outcome (Value creation)
	KPI		Targets	FY 2024 (year-on-year change)	
 Enhance individual abilities	Building an organization driven by individual development and diversity	Growth oriented index*1	80% or more by FY 2025	76% (±0%)	(Promote initiatives to achieve targets) We will spark and support employees' willingness to grow and take on challenges by introducing a learning platform that allows them to study whenever they want, enhancing our in-house application system, and implementing measures for supervisors to attentively support their subordinates' growth.
		Growth realization index*2		65% (±0%)	
		Diversity realization index*3		68% (+1%)	
 Enhance organizational capability	Building a work environment that supports diverse individuals	Satisfaction level with working environment*4	① 100% by FY 2025	93% (+1%)	(Promote initiatives to achieve targets) We will create an open work environment through, for example, organizational climate reforms, creation of a workplace with a high level of psychological safety, and multidimensional managerial appraisal.
			② Higher than the previous year's level	64% (+1%)	
 Enhance workstyle appeal	Employee engagement*5		①	83.1% (+1.3%)	Target achieved Regarding the low-rated ② "whether your job will be more rewarding in the future," we will further improve this percentage by encouraging employees' individual growth and autonomous career development, while articulating strategy and our mission to increase job appeal.
			②	54.3% (+4.0%)	
			③	85.0% (+3.2%)	

*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?



◆ External evaluation of human capital management and disclosure

As a result of these initiatives, the Company was selected as a constituent stock in the JPX-Nikkei Index Human Capital 100, factoring in their engagement with human-capital-conscious management, thus recognized as a company that has enhanced its disclosures and initiatives related to human capital.

The Company was also selected for Human Capital Management Quality 2024 (Silver) for the first time in recognition of our implementation of high-level human capital management and information disclosure initiatives.

We will continue to move forward with human capital management and disclosure to bring about the Kanden Transformation.



● Relevant data

	FY 2021	FY 2022	FY 2023	FY 2024	Year-on-year change
Number of training participants (in total)	33,302	38,685	40,953	38,651*	-2,302
Hours spent in learning per employee	41.2 hours	43.5 hours	44.3 hours	47.5 hours*	+3.2 hours
Total training costs	1,462 (million yen)	1,479 (million yen)	1,886 (million yen)	1,886 (million yen)*	-20 (million yen)
Training cost per employee	83,000 yen	85,400 yen	97,500 yen	112,300 yen*	+14,800 yen

* Estimated results

