



The Journey of Growth

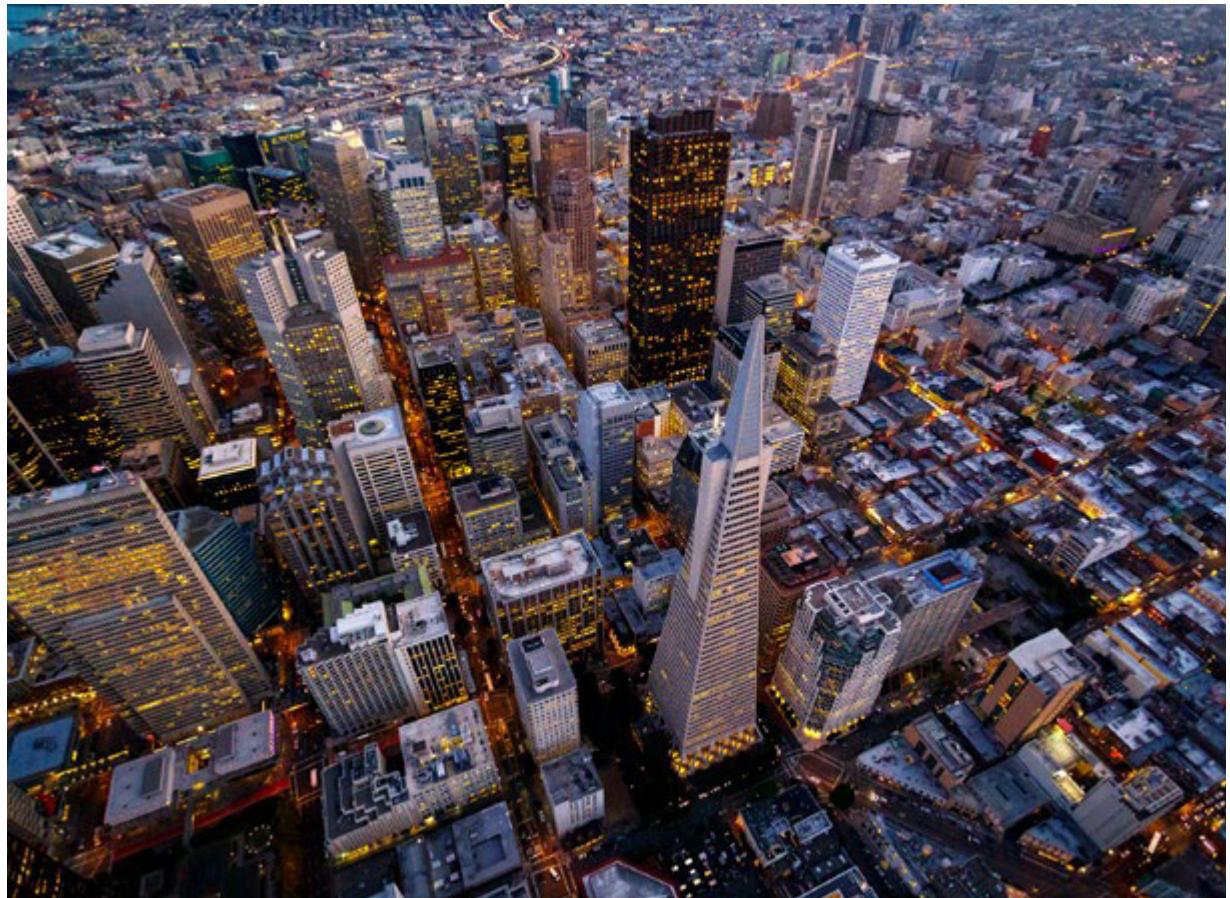
Connect to Your Potential

Connect People to Potential**— Introduction****— Key messages****Navigating through Hitachi Energy's career landscape****Toolkits and resources****Taking action**

Introduction

At Hitachi Energy and through our Diversity 360 strategy, we believe in fostering a culture of lifelong learning and enabling a growth mindset where employees are encouraged and guided to reach their full potential and contribute their unique perspectives, expertise, and diversity of thought to spark innovation.

Career development is like a journey. It is not a traditional, fixed path with a clear beginning and end but an adventure that can unfold in any direction. Career development is about getting YOU where you want to be while meeting the needs of Hitachi Energy. Matching our organizational needs with your unique personal goals for growth, will help us shape tomorrow today.



Connect People to Potential

— Introduction

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Key messages**You are the CEO
of your own career**

Careers are journeys full of twists and opportunities. They don't always follow a straight line. Each career is unique because each person is unique. Everyone has different aspirations, goals, concerns and, therefore, their own way of achieving growth. Like explorers, we take charge and make decisions that shape our career journey.

**Managers
and employees own
career development**

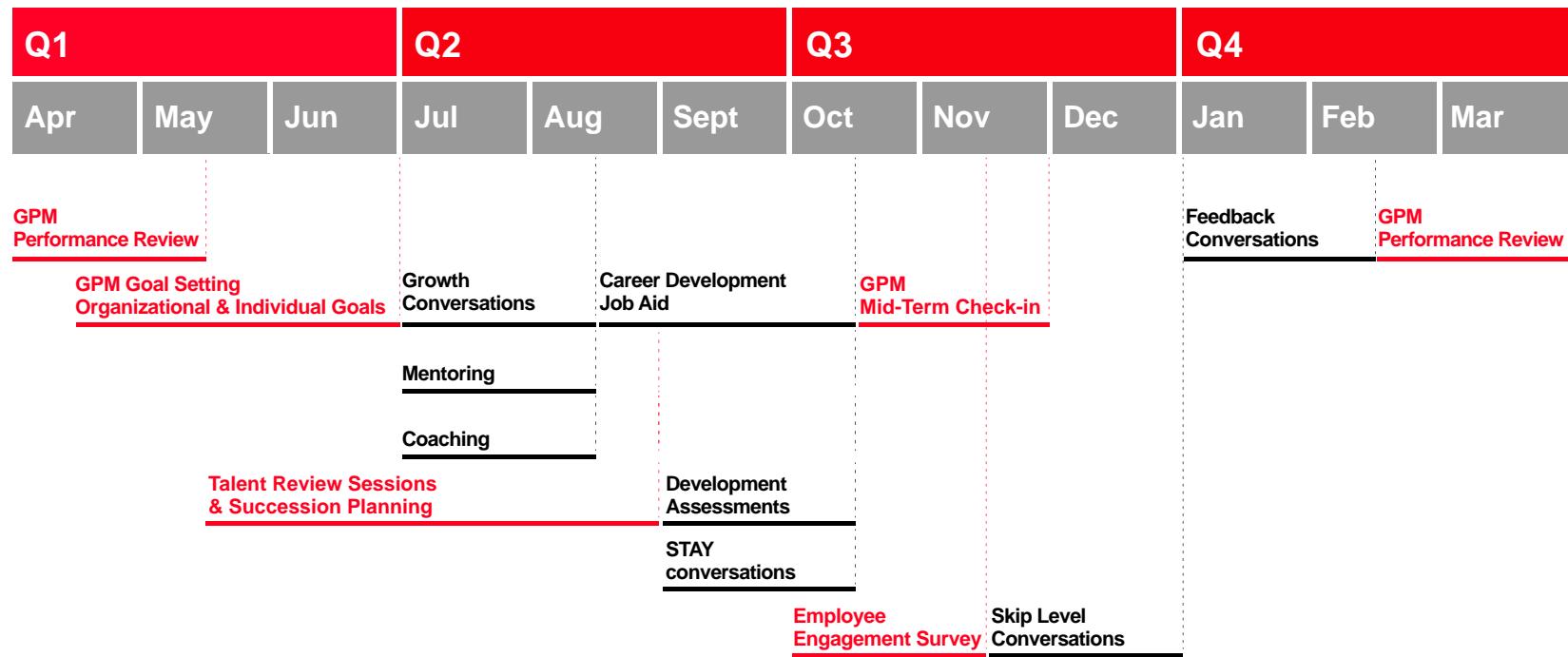
Combined with our own actions and the explorer mindset, we'll unlock our potential. But not without key people, like our managers, who are here to encourage a growth mindset, challenge us, and connect us to our potential by living Our Leadership Pillars. This strong collaboration is the starting place to achieve growth and innovation.

**Energize your career
and help us shape
tomorrow today**

Each step is an achievement. Achievements that leave their mark and bring us closer to a greater goal. We'll support, encourage, and guide explorers in their journeys to reach their destinations through our commitment to lifelong learning. During their journeys, explorers will help us to shape tomorrow today and achieve our purpose – advancing a sustainable energy future for all.

Hitachi Energy's career landscape

Start your journey with Hitachi Energy's annual Global Performance Review as well as other processes and programs.



Add offerings based on your unique needs.

Consider that additional offerings can be initiated in line with our annual core processes or anytime during the year.
More career related offerings: [Energize Your Career](#) platform, [Percipio Learning](#) platform and the [New Leader Assimilation Guide](#).

In red = Hitachi Energy's annual core processes

In black = additional offerings (these can be initiated in line with annual core processes or anytime during the year)

Connect People to Potential**Navigating through Hitachi Energy's career landscape****— Annual processes**

— The 70:20:10 learning approach

Toolkits and resources**Taking action**

Annual processes

Global Performance Management (GPM):

The GPM process encourages all employees and managers to engage in growth conversations that help employees reach their full potential. The annual process includes goal setting, a mid-term checkpoint, and the performance review.

During the goal setting phase, employees and managers can discuss and agree upon goals for the upcoming fiscal year. In addition to business and behavioral goals being set, areas for development and growth are captured. Employees should use this annual process as a starting point to explore together with their manager where they want to be and where the organization needs them to be.

Engagement Survey:

Hitachi has a long history of employee listening and active employee engagement. The Hitachi Insights Survey is an opportunity for everyone in the organization to have their voice heard and tell us how we are doing. We want to listen and get honest feedback and insights on priority areas, how people are feeling, and then focus on continuous improvement.

The engagement survey measures employees' opinions on how well the company supports their career and professional development.

Talent Review (TR):

During the talent review process, people managers identify and assess employees across businesses and functions based on their performance and potential. This process also includes **Succession Planning (SP)**.

During the **Talent Review Session (TRS)** managers discuss, assess, validate, and agree upon talent decisions for people in their organizational structures. Based on decisions, targeted programs for employees will be initiated.

Consider 70:20:10 learning approach for your journey of growth

Research shows that people will forget half of what they learned within an hour unless they put it into practice. To mitigate this challenge, we adopted the 70:20:10 model of learning. You can find more information in our [Career Development Job Aid](#).

This model is proven to maximize learning to enable greater agility and performance in a fast-paced global environment.

70%

of learning comes from experience, experiment, and reflection.

New projects or challenging tasks

Job shadowing

Auditing or reviewing other functions

Taking on managerial responsibilities

Visiting customer or company sites

Short-term assignments

Networking internally and externally

Applying for challenging new jobs (HiNext)

20%

derives from working with others.

Coaching

Mentoring

Collaborative Learning

Development Assessments

Growth Conversations

Feedback Conversations

Skip Level Conversations

STAY Conversations

New Leader Assimilation Guide

10%

comes from formal interventions and planned learning solutions.

MyLearning Platform

Percipio Learning Platform

Working Across Cultures with Culture Wizard

Language Learning with goFLUENT

Energize Your Career (EYC)

Targeted talent programs

Technical and functional competence trainings

Connect People to Potential

Navigating through Hitachi Energy's career landscape

Toolkits and resources**— Coaching****— Mentoring****— Development Assessments****— Percipio Learning Platform****— Energize Your Career (EYC)****— Growth Conversations****— Feedback Conversations****— Skip Level Conversations****— STAY Conversations****— New Leader Assimilation****Taking action****Coaching**

During a coaching process, coaches provide guidance to coachees on their goals and help them reach their full potential through powerful questions and active listening. Coaches support coachees to find solutions and make decisions on their own.

Professional coaching is provided by our external provider Ezra.

Additional resources to leverage coaching as a skill and continuous way of learning can be found on our HR Portal.

Mentoring

During a mentoring process, mentors support mentees in developing and growing in the areas and on the topics they choose. Mentoring happens through conversations where experiences, knowledge, and skills are shared. Both mentors and mentees can benefit from a mentoring journey in terms of awareness and development.

Mentoring is based on the belief that everyone has something to learn and something to teach. Anyone at Hitachi Energy can become a mentor, a mentee, or both.

Development Assessments

Hitachi Energy has a framework of assessments, including options for development purposes.

Development assessments are important for driving career development in the sense that they allow employees to become more self-aware, either validating what they already know or enabling them to discover hidden strengths and areas to develop.

Percipio Learning Platform

Percipio offers a variety of self-paced online courses, available anytime, anywhere, on any device.

Topics range from the area of personal effectiveness to leadership skills, passing through Project Management, IT, Sales & Marketing, Engineering and many more.

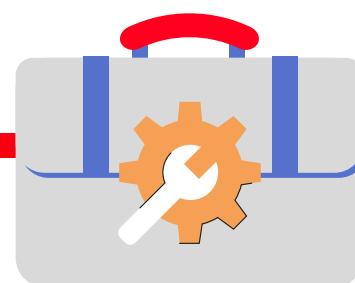
You might be surprised what type of self-directed course is offered in Percipio, so check out the platform and learn at your own pace.

Energize Your Career

Energize Your Career (EYC) is a self-directed learning platform that supports employees in actively planning and managing their careers.

It offers a variety of tools and resources to help reflect on personal interests, skills, and competencies.

Career Trails and Career Pulse are available for employees and managers.



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Toolkits and resources

- Coaching
- Mentoring
- Development Assessments
- Percipio Learning Platform
- Energize Your Career (EYC)
- **Growth Conversations**
- **Feedback Conversations**
- **Skip Level Conversations**
- **STAY Conversations**

Taking action

Toolkits and resources

Growth Conversations

Growth conversations aim to nurture the development and success of our employees. They serve as a platform for setting clear goals, providing constructive feedback, and establishing a roadmap for individual and organizational growth. At Hitachi Energy, growth conversations consist of two complimentary toolkits, one available for employees and one for managers.

Feedback Conversations

Feedback conversations are pivotal exchanges that strengthen relationships, and help us develop growth mindsets. They are instrumental in guiding employees toward realizing their career aspirations and contributing to the overall success of the organization. The Feedback conversation toolkit can be used by various stakeholders including employees, managers, and HR.

Skip Level Conversations

Skip level conversations serve as a means for managers to connect with employees at various levels of the organization, fostering open communication, building trust, gaining diverse insights, identifying development needs, and strengthening the organizational culture. These conversations are instrumental in cultivating an environment where employees feel valued, heard, and empowered to contribute to the organization's success.

STAY Conversations

STAY conversations engage employees in discussions about their job satisfaction, career development, retention factors, and growth opportunities within the organization. Usually facilitated by managers, prioritizing these conversations shows commitment to understand employee aspirations, ultimately contributing to a culture of retention, engagement, and professional growth.

New Leader Assimilation

Support for either new or seasoned managers who have moved to a new leadership position. To establish meaningful connections, communicate vision, and align expectations with their teams.

These conversations are designed to foster open dialogue, build rapport, and set the stage for collaborative relationships that enable people managers and their team to work towards shared goals.



Connect People to Potential
Navigating through Hitachi Energy's career landscape

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Taking action

— Be the CEO of your own career – where to start?

— How to position yourself for internal roles?

Taking action

Be the CEO of your own career – where to start?

Career growth isn't just about following a detailed plan; it comes from a mixture of knowing yourself, knowing your career landscape, and knowing how to take action. It is also about making the most of planned or unexpected opportunities.

Outline your personal career success definition

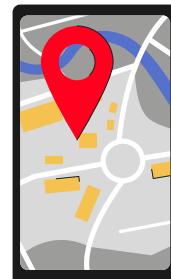
What is a successful career? In practice, career means very different things to different people. It can mean job satisfaction, professional development, progression to a higher level or having the flexibility to blend home and work activities. Sketching out your personal understanding of career success is the starting point for planning appropriate next steps.

Examine your current career stage

Leverage the Growth Conversation toolkit for Employees as a first step. With this toolkit, you will work through activities to reflect on your career aspirations, your strengths and opportunities, developing a personal vision, and expanding your network.

Explore your options

Knowing yourself and your individual career needs is essential. Knowing about Hitachi Energy's career landscape and typical movements therein is also helpful. Set aside enough time to explore and experience different options. Your career is worth investing in. Having completed the Growth Conversation toolkit for employees, ask your manager to use the complimentary Growth Conversations toolkit for managers. Together you can review activities, understand aspirations, and set challenging goals for your career growth.



Useful resources:

Growth Conversations – Employee version
Growth Conversations – Manager version
Energize Your Career (EYC) portal

Who else can help you with your career planning?
Why not arrange to speak with a friend, family member, colleague, or mentor?

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— Be the CEO of your own career – where to start?

— How to position yourself for internal roles?

How to position yourself for internal roles?

It can seem strange to promote yourself for an in-house role because you feel that everyone must already know what you can do. Decision-makers can be attracted to external applicants for the fresh perspectives they seem to bring, and there is a risk they will assume internal candidates can only perform in their current role. What can you do to shift that viewpoint? Here are some ideas for you:

1. Know yourself. Record the knowledge and experience that you have acquired, especially in relation to the capabilities that are valued by Hitachi Energy. Have an up-to-date worker profile (HiNext) and CV.

2. Continuously learn. Look for opportunities to challenge and stretch yourself in anticipation of changing business needs. Keep learning and take advantage of courses available within Hitachi Energy. Check out the Percipio learning platform to explore courses on critical skills like project management or how to be a more effective leader.

3. Use your GPM conversation as an opportunity to discuss your ambitions with your manager or seek out a conversation about your career at any time. Be ready to make the business case for a move. Your manager may not want to lose you! If you can, offer ways to help find your replacement or re-shape the work after you leave. Leverage the Feedback Conversations toolkit to give and receive effective feedback.

4. Develop relationships with people who can advocate for you at a senior level. This can help you learn more about opportunities in the pipeline, increase your visibility, and identify any knowledge or skills gaps you may have. Explore mentoring opportunities at Hitachi Energy.

5. Last but not least, learn how to market your value but also be realistic about your areas to develop! Work through the activities in the Growth Conversation toolkit for employees.



Useful resources:

Growth Conversations
Feedback Conversations
Mentoring

Worker Profile in HiNext
Energize Your Career (EYC)
Percipio



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The Journey of Growth

