

J-POWER Group
Integrated Report 2022

Supplementary Material

Social

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CDP (Career Development Program)

Human Resource Development

The J-POWER Group aims to develop independent “professional human resources” who take on management challenges based on multiple expertise and a broad perspective, and has introduced the Career Development Program (CDP) as a human resources development measure.



Professional Human Resources



CDP Conceptual Diagram

Supports for training junior employees/CDPs for Female Employees

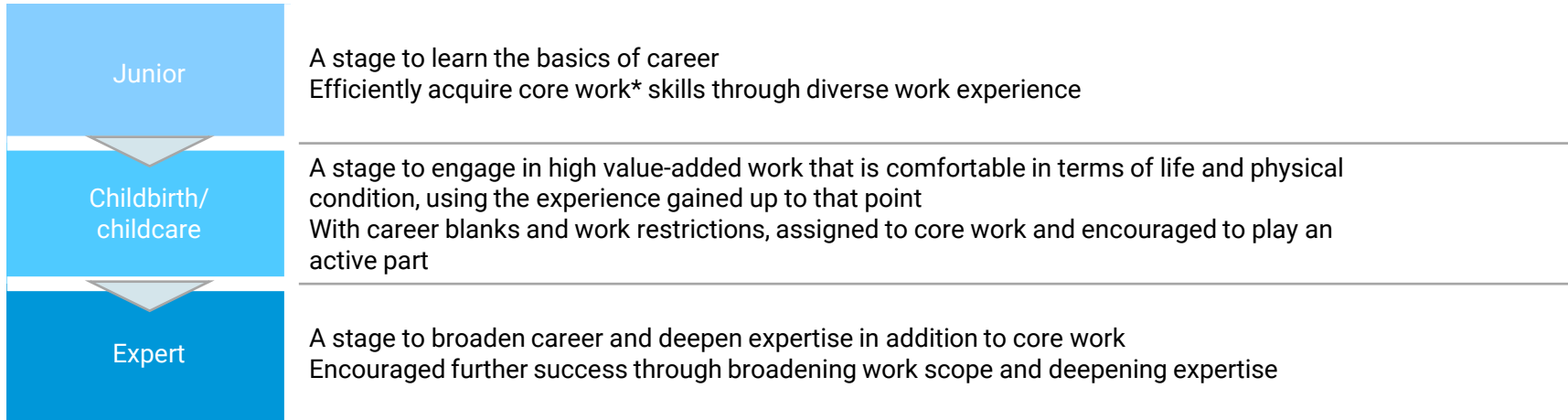
*Integrated report reference page: p.71

Supports for training junior employees

trainers and mentors are assigned to junior employees to support them in establishing themselves in the workplace and advancing their careers. Through these human resource development measures, in addition to the knowledge and skills necessary to do business, we are working to develop next-generation leaders, promote diversity (the active participation of diverse human resources), and promote more active participation for our older employees.

CDPs for Female Employees

We have set up CDPs for women by job type with the aim of enabling women to continue working and build careers even when life events, such as giving birth, temporarily restrict the work they can do. These CDPs serve as useful references for female employees and their supervisors when thinking about career development.

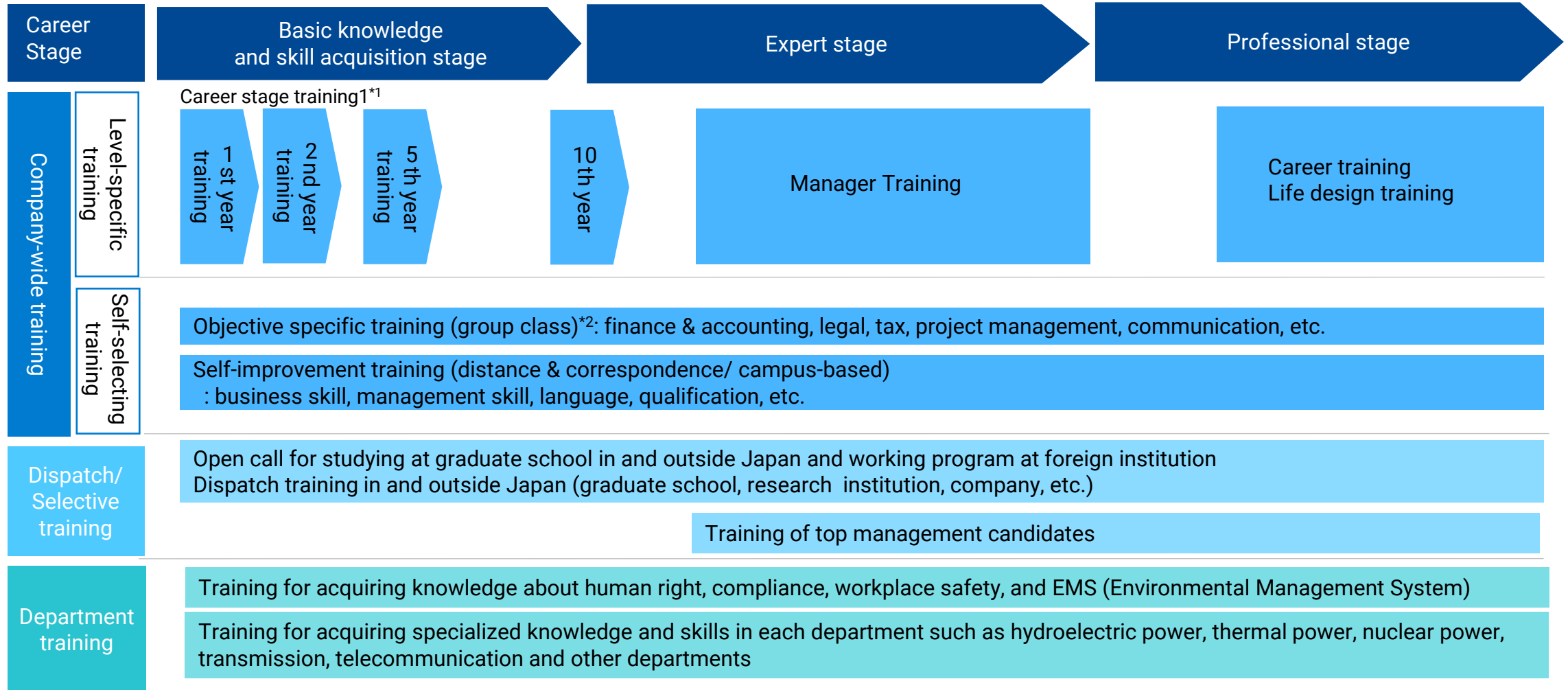


* Core work : Work that is friendly for the employee's characteristics such as physical condition and physical fitness while taking into account of her wishes and suitability

Training System and Attendance Results

*Integrated report reference page: p.72

Training programs of J-POWER



*1 Aimed at all employees who have reached each career stage *2 Available for all employees including temporary employees

Training System and Attendance Results

*Integrated report reference page: p.72

Attendance Results

Training	Contents	Attendance in FY2022
Company-wide training (level-specific)	Acquisition of skills required at each career stage	819 in total
Company-wide training (self-selecting)	Objective specific training tailored to the needs of employees, supporting distance & correspondence education and other self-improvement	664 in total
Dispatch/ selective training	Dispatching employees to educational and other institutions in and outside Japan, fostering top management candidates	116 in total
Department training	Acquisition of skills required at each career stage	—

Examples of open call programs to support employee challenges

Initiatives to support self-reliance career development and skill enhancement include an in-house internship system and the dispatch of young employees to work-abroad programs. In-house interns can apply for a position in a business field in which they are interested and work for a short period of time, regardless of whether they have specialized knowledge or not, and regardless of their job title. It is an opportunity to think more deeply about one's own career while gaining perspectives that differ from one's own department and from the company as a whole.

In the work-abroad programs, participants are dispatched to companies and organizations in emerging countries that are working to solve social problems for approximately three months. The aim is to foster global leadership among young employees by identifying issues there and seeking to resolve them with the involvement of others.



Work-abroad program

Improving Environments to Create Dynamic Workplaces

*Integrated report reference page: p.74

Toward the Realization of Work-Life Balance

J-POWER is promoting the creation of a workplace environment and culture that enables every employee to independently enrich their work and personal life so as to focus on highly creative work

Various systems to support flexible working for employees

Swing time work system	J-POWER allows employees to start working earlier or later.
Reduced working hours system	J-POWER allows employees to reduce working hours due to pregnancy, childcare, family member care.
Flextime work system	Applies to those who wish out of reduced working hours system users.
Utilization of telework work system and satellite office	
System for using paid leave in hourly increments	
Life support leave	Applies to those who wish out of reduced working hours system users.
System that allows employees to take leave to accompany their spouse if transferred for work	Due to transfer or other unavoidable reasons, those who wish to live with their spouse staying overseas and are willing to continue working after returning to work are allowed to take leave for a period of more than 3 months to 3 years

Initiatives Based on the Group Operational Health and Safety Plan

*Integrated report reference page: p.75

To efficiently and effectively advance initiatives across the J-POWER Group, the Group Operational Health and Safety Plan designates major targets for the entire J-POWER Group. Specific safety activities to achieve said targets are designated in each Group company's operational health and safety plan in line with their respective conditions and needs.

At the Group level, we check, evaluate, and take steps to improve each company's plan and its implementation, aiming to ensure the plans are implemented.

The results from the implementation of operational health and safety plans are reported to the Executive Committee and the Board of Directors. They are also disseminated at Health and Safety conventions attended by officers of JPOWER and Group companies as well as superintendents.



Data (1) (Non-consolidated)

*Integrated report reference page: p.103

Human resources (As of March 31, 2023)

Number of employees* ¹	Male	1,693
	Female	123
	Total	1,816
Number of temporary employees		51
Average age		41.5
Turnover rate 3 years after joining J-POWER* ² (%)		6.4
Number of turnovers* ³ (Person)	Retirement for personal reasons	45
	Retirement for company reasons	0
	Other	11
Average length of continuous service (years)	Male	19.7
	Female	9.6
	Total	19.0

*¹ Temporary employees are not included in the number of employees. 1,178 seconded staffs are also not included in the number of employees.

*² Temporary employees are not included

*³ Number of turnovers in FY2022. Retirements and temporary employee retirements are not included. "Other" means appointment as officers, etc.

Breakdown of employees by age groups*^{1*2} (As of March 31, 2023)

Age groups	Male	Female	Total
Under 30 years old	261	51	312
30-39 years old	412	24	436
40-49 years old	452	29	481
50-59 years old	465	19	484
60 years old and over	103	0	103

Average annual Salary and Ratio of women's to men's wages

Average annual Salary* ⁴ (Thousand yen)		8,046
Ratio of women's to men's wages* ^{5*6} (%)	Under 30 years old	96.1
	30-39 years old	97.9
	40 years old and over	105.7

*⁴ Average annual salary includes non-standard wages and bonuses. Management and other employees are not included.

*⁵ Comparison of base salaries of global employees. Ratio of female to male wages

*⁶ (Reference) Ratio of female to male wages in the average annual salary calculated in accordance with the Law on the Promotion of the Advancement of Women : 57.6% for all employees, 57.9% for regular employees, and 65.7% for non-regular employees

Data (2) (Non-consolidated)

*Integrated report reference page: p.103

J-POWER managers

	FY	2020	2021	2022
Managers	Male (person)	1,312	1,385	1,398
	Female (person)	17	19	20
	Total	1,329	1,404	1,418
Percentage of women (%)		1.3	1.3	1.4

J-POWER's people with disabilities employed

	FY	2021	2022	2023
Number of people with disabilities employed (person)		50	50	49
Percentage of people with disabilities employed (%)		2.45	2.42	2.34

*As of June 1 2021,2022,2023

Total actual working hours per person and days of paid vacation taken per person (J-POWER)

	FY	2020	2021	2022
Total actual working hours per person (hours)		1,943	1,976	1,951
Days of paid vacation taken per person (days)		14.9	15.4	16.4

Data (3) (Non-consolidated)

*Integrated report reference page: p.103

Number of occupational accidents*1

	FY	2020	2021	2022
Fatal accident	J-POWER	0	0	0
	Main Group companies*2 and cooperating companies	1	0	0
	Total	1	0	0
Serious accident	J-POWER	0	0	0
	Main Group companies*2 and cooperating companies	7	11	8
	Total	7	11	8
Minor injury	J-POWER	1	0	2
	Main Group companies*2 and cooperating companies	5	11	5
	Total	6	11	7

*1 Indicates the number of "fatal and lost time injuries" among occupational accidents involving J-POWER employees and those involving contractors (primary operators and cooperating companies) involved in works and operations ordered by J-POWER.

*2. Major consolidated subsidiaries to which J-POWER outsources facilities maintenance. J-POWER Business Service Corporation, J-POWER HYTEC Co., Ltd., J-POWER Generation Service Co., Ltd., J-POWER Telecommunication Service Co., Ltd., J-POWER Design Co., Ltd..

Frequency*3 and Severity*4

	FY	2020	2021	2022
Frequency	J-POWER +Main Group companies*2 and cooperating companies	0.85	1.27	0.91
	Industry-wide	1.95	2.09	2.06
Severity	J-POWER +Main Group companies*2 and cooperating companies	0.49	0.06	0.05
	Industry-wide	0.09	0.09	0.09

*3 Frequency: Number of casualties in occupational accidents per one million working hours. Does not include accidents of employees on loan.

*4 Severity: Number of days of work lost per 1,000 working hours. Does not include accidents of employees on loan.

Human resource development

	FY	2020	2021	2022
Average training time per employee (hours)		24.7	34.2	33.9
Average training expenses per employee (yen/person)		204	232	245

