

# J-POWER GROUP INTEGRATED REPORT 2021



J-POWER Group  
Integrated Report  
2021  
Supplementary Material  
〈Social〉

## Social

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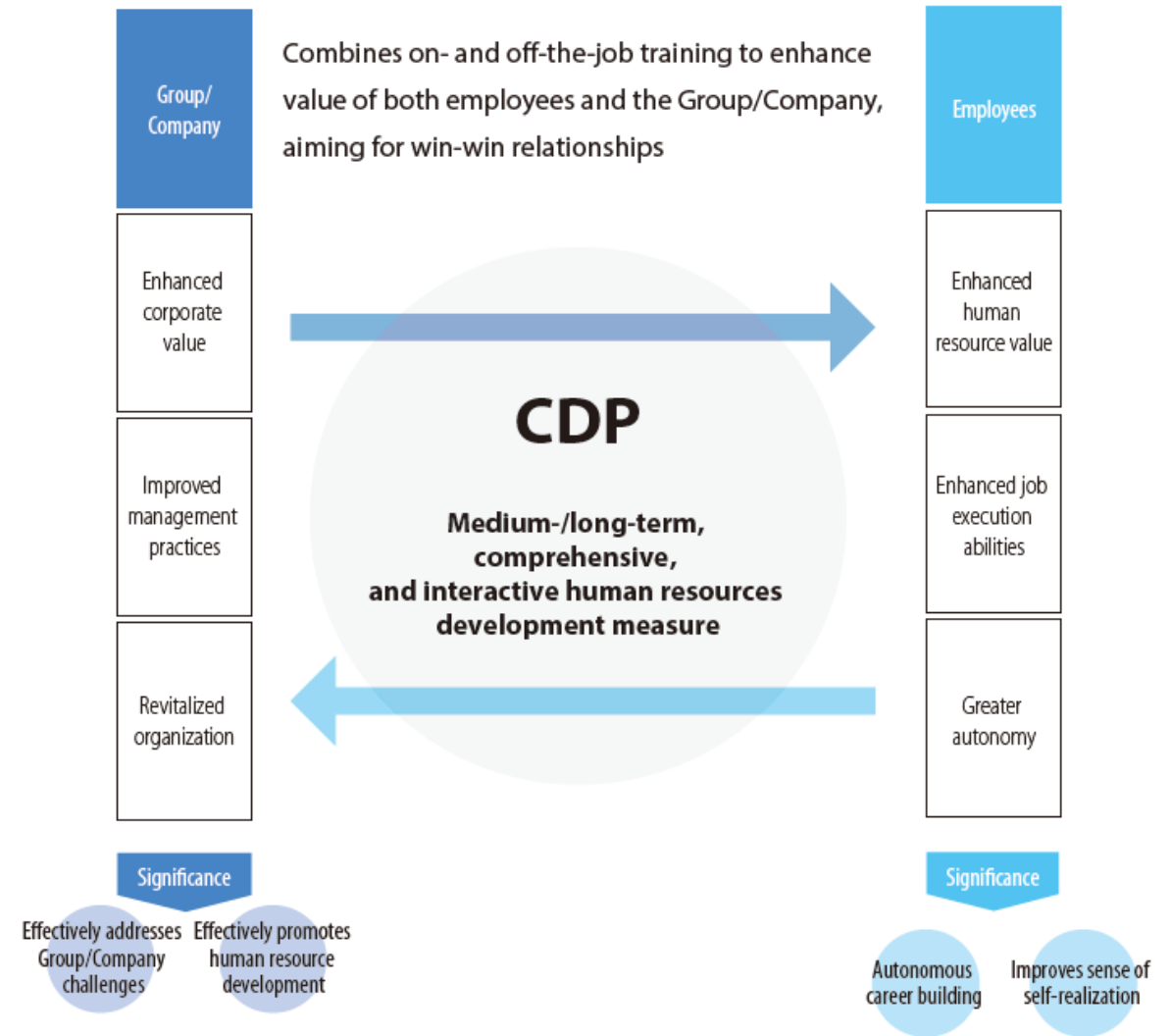
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## CDP Overview

Our aim in the J-POWER Group is to develop all our employees into independent, talented, professional human resources who contribute to the organization with knowledge in multiple specialized areas and a broad perspective. We have adopted the Career Development Program (CDP) as a measure to achieve that aim.

## CDP Conceptual Diagram




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### 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.

#### CDPs for Female Employees (J-POWER)



Junior period	A stage to learn the basics of career Efficiently acquire core work* skills through diverse work experience
Childbirth/ childcare period	A stage to engage in high value-added work that is comfortable in terms of life and physical condition, using the experience gained up to that point With career blanks and work restrictions, assigned to core work and encouraged to play an active part
Veteran period	A stage to broaden career and deepen expertise in addition to core work Encouraged further success through broadening work scope and deepening expertise

\* 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

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## Improving Environments to Create Dynamic Workplaces

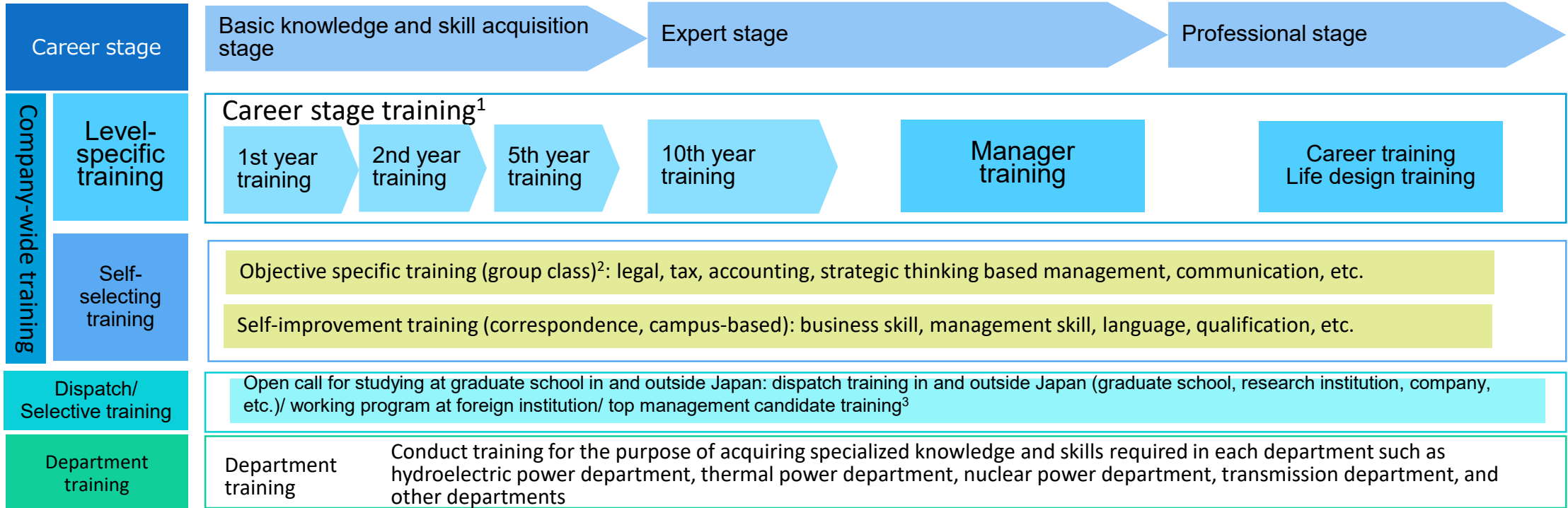
J-POWER group is actively developing working environments and cultures that enable every employee to autonomously enhance their work and personal life and focus on highly creative work.

### Initiatives so far

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	Apart from the annual paid leave, it is a leave that can be used for book injury, family nursing, school events, etc.
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.

Training System and Attendance Results (J-POWER)

Integrated Report reference page : p.51



Training	Content	Attendance in FY2019	
Company-wide training (level-specific)	Acquisition of skills required at each career stage	764 in total	1 Available for all employees at each career stage
Company-wide training (self-selecting)	Objective specific training tailored to the needs of employees, supporting correspondence education and other self-improvement	528 in total	2 Available for all employees including agency temp
Dispatch/ selective training	Dispatching employees to educational and other institutions in and outside Japan, fostering top management candidates	115 in total	3 Continuously train at manager-level, deputy department director-level and department director-level
Department training	Acquisition of skills required at each career stage	-	

## Human resources (J-POWER)

(As of March 31, 2021)

Number of employees <sup>1</sup>			Number of temporary employees
Male	Female	Total	
1,632	90	1,722	47

Breakdown of employees by age groups<sup>1 2</sup>

Age groups	Male	Female	Total
Under 30 years old	236	33	269
30-39 years old	355	16	371
40-49 years old	490	28	518
50-59 years old	443	13	456
60 years old and over	108	0	108

Average age	Average length of continuous service (years)	Average annual income (Thousand yen)	Turnover rate 3 years after joining J-POWER <sup>2</sup> (%)	Number of turnovers <sup>3</sup> (Person)		
				Retirement for personal reasons	Retirement for company reasons	Other
42.1	19.8	7,967	2.5	23	0	7

1 Temporary employees are not included in the number of employees. 1,251 seconded staffs are also not included in the number of employees.

2 Temporary employees are not included

3 Number of turnovers in FY2020. Retirements and temporary employee retirements are not included. "Other" means appointment as officers, etc.

Integrated Report reference pages : p.50, p.53, p.81

## J-POWER managers

	FY	2018	2019	2020
Managers	Male(person)	1,013	980	<b>953</b>
	Female (person)	15	14	<b>13</b>
	<b>Total</b>	<b>1,028</b>	<b>994</b>	<b>966</b>
Percentage of women (%)		1.5	1.4	<b>1.3</b>

## J-POWER's people with disabilities employed

	FY	2018	2019	2020
Number of people with disabilities employed (person)		45	50	<b>51</b>
Percentage of people with disabilities employed (%)		2.17	2.39	<b>2.49</b>

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

	FY	2018	2019	2020
Total actual working hours per person (hours)		1,980	1,979	<b>1,943</b>
Days of paid vacation taken per person (days)		16.9	16.7	<b>14.9</b>



## Human resource development

Integrated Report reference pages : p.56, p.57, p.81

FY	2018	2019	2020
Average training time per employee (hours)	39.8	40.2	<b>24.7</b>
Average training expenses per employee (yen/person)	320,000	291,000	<b>204,000</b>

Number of occupational accidents<sup>1</sup>

FY	2018			2019			2020		
	J-POWER	Major six companies <sup>2</sup> + cooperating companies	Total	J-POWER	Major six companies <sup>2</sup> + cooperating companies	Total	J-POWER	Major six companies <sup>2</sup> + cooperating companies	Total
Fatal accident	0	1	1	0	3	3	0	1	1
Serious injury	0	10	10	2	12	14	0	7	7
Minor injury	2	13	15	2	10	12	1	5	6

<sup>1</sup> Accidents causing death or lost working days involving J-POWER employees or contractors (principal contractors and subcontractors) engaging in construction and other work ordered by J-POWER.

<sup>2</sup> 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., J-POWER EnTech Co., Inc.

Frequency<sup>3</sup> and Severity<sup>4</sup>

	FY	2018	2019	2020
Frequency	J-POWER	1.30	1.38	<b>0.85</b>
	Industry-wide	1.83	1.80	<b>1.95</b>
Severity	J-POWER	0.42	1.07	<b>0.49</b>
	Industry-wide	0.09	0.09	<b>0.09</b>

<sup>3</sup> Frequency: Number of casualties in occupational accidents per one million working hours. Covers accidents causing loss of one day or more of work. Does not include accidents of employees on loan.

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