

Human Resource Development and Management

Material issues ▶



Basic Policy

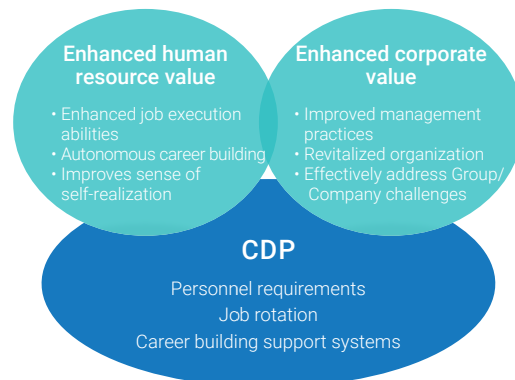
The J-POWER Group aims to develop professional human resources with knowledge in multiple specialized areas and a broad perspective who can take on the challenges of management issues while managing projects and human resources. We have formulated a diverse Career Development Program (CDP) to enhance the human resource value of our employees and the corporate value of the Company through job rotation that considers personnel requirements and a framework that supports employees' autonomous career building.



Formulating the Career Development Program (CDP)

The CDP is based on personnel requirements, job rotation, and career building support systems, promoting employees' autonomous career building and skill development. Through human resource development measures implemented from a medium-to long-term and comprehensive perspective via CDPs, we aim to develop human resources that increase the value of both the Company and its employees.

Overview of the CDP



Diverse CDPs

We have created CDPs for women, allowing them to proactively achieve career building aligned with their major life events. In addition, we have initiated a cross-sectional CDP that transcends the boundaries of business divisions and Group companies and are aiming to flexibly assign human resources to enable us to respond to future changes in power supply composition and business models.

Personnel Requirements and Job Rotation

The Group lays out its personnel requirements according to job type, business division, job function, and position, as well as specifies the required abilities (behavioral requirements), knowledge and skills, recommended qualifications and training, etc. Furthermore, the Company divides its employees' overall careers into three broad stages: the basic knowledge and skill acquisition stage, the expert stage, and the professional stage, promoting the acquisition of abilities necessary for each stage through job rotation.

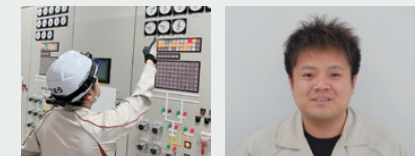
Topics

Cross-Group CDP

We have implemented the Cross-Group CDP, a program for sharing human resources among Group companies, since 2021, in order to adapt to changes in the business environment surrounding the J-POWER Group and foster business growth. To date, 34 technical employees from thermal Group companies have been seconded to J-POWER Headquarters and to hydroelectric/wind, telecommunications, and IT departments of Group companies. We are committed to increasing the Group's competitiveness by providing employees with opportunities to broaden their knowledge, advance their careers, and share experiences across Group companies.

Comments from a Program Participant

I joined J-POWER Generation Service Co., Ltd. as an electrical engineer, where I operated key equipment at thermal power plants. Since January 2022, following my participation in this program, I have been working at J-POWER HYTEC Co., Ltd., Kamishihoro Office, which is dedicated to operating and maintaining hydroelectric power plants. Currently, my responsibilities include inspecting electric facilities, safety equipment, and distribution lines, as well as upgrading transformers. I am confident that the maintenance knowledge and skills I have acquired here can be fully applied in thermal power plants. I feel that this experience has significantly contributed to my professional growth, allowing me to undertake tasks that I would not have encountered at a single company.



Yuki Tahara

Kamishihoro Office, Electricity Group,
J-POWER HYTEC Co., Ltd.

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Autonomous career building

Declaration System

Every year, employees make a declaration to the companies about their future career outlook, based in part on an examination of their execution of work duties and abilities. The employee's manager discusses the declarations with the employee, offers advice as appropriate from a medium- to long-term human resource development perspective, and plans and implements employee rotations as needed.

Training System and Support for Taking on Challenges

In addition to new employee training, the Company implements training programs that align with the career and life stages of its employees. In purpose-specific training, we provide tailored programs that addresses changes in the business environment, including DX and carbon neutrality, as well as the enhancement of business skills. To develop next-generation management candidates, the Company conducts training programs that focus on identifying management issues, formulating solutions, and engaging in discussions with executives. Furthermore, the Company implements a full range of initiatives to support employees' efforts toward autonomous career building and skill development, including open internal recruitment for in-house internships and projects and overseas exchange programs for study and work.

Training System

- Level-Specific Training, Department-Specific Training
- Purpose-Specific Training, Management Training
- Encouragement of Self-Improvement

Support for Challenges & Open Internal Recruitment

- Project-Specific Open Internal Recruitment
- In-house Internship
- Exchange Program (Graduate schools in Japan or abroad)
- Work Exchange Program (Gain work experience in developing countries)

Topics

Comments from a Project-Specific Open Internal Recruitment System User

I was interested in overseas business since I first joined the Company, so I applied for a position at our local subsidiary in Vietnam through the open internal recruitment system. I am currently conducting market research and engaging in discussions with local partners to participate in new projects in Vietnam. Working and living in a foreign country enabled me to adapt to new environments, handle new business operations, and refine my communication skills with people from different cultural backgrounds. I aim to deepen my understanding of overseas markets and enhance my project development expertise and skills, ultimately preparing myself to take on a leadership role in our international projects.



Nanako Aino
Seconded to
J-POWER VIETNAM
Co., Ltd.

Evaluation Management

We have adopted a system to evaluate performance based on both achievements measured using a goal management system and abilities demonstrated in the execution of duties. We centrally keep track of these evaluations, status of job performance, and information self-reported by employees, such as their future outlook and goals, and take these into account in our various policies, including those for the development and strategic allocation of human resources.

We work to accomplish both organizational and individual goals by assigning human resources appropriately and by assisting employees in advancing their careers and keeping them motivated, which enables us to accomplish our management goals.

Human Resource Management at a Glance

