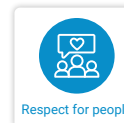


Human Resource Development and Management

Material issues ▶



Basic Policy

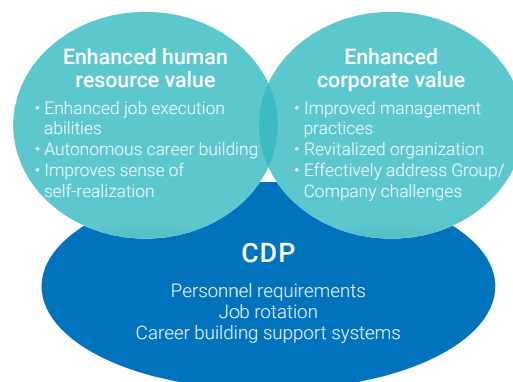
The J-POWER Group aims to develop professional human resources with knowledge in multiple specialized areas and a broad perspective who can take on the challenges of management issues while managing projects and human resources. We have formulated a diverse Career Development Program (CDP) to enhance 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 established 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.

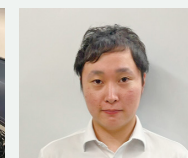
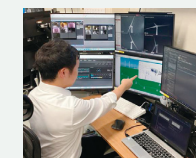
Topics

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, 42 technical employees from thermal Group companies have been seconded to J-POWER headquarters and to hydro-electric/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

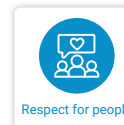
I joined J-POWER Generation Service Co., Ltd. as a mechanical engineer, where I operated key equipment and maintained fuel transportation facilities at thermal power plants. Under this program, from January 2022, I belong to Wind Power Central Control Station, Onshore Wind Power Business Dept. of J-POWER. We have been striving to mitigate troubles by monitoring wind power plants with cameras and sharing the results of data analysis with wind power plant personnel. My experience and knowledge gained through thermal power operations have proven useful in many situations. From now on, I would like to promote the digitalization of the wind department. I truly feel that I can learn a lot by stepping into a new field.



K.N., Wind Power Central Control Station,
Onshore Wind Power Business Department

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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.

One-on-one meetings

The Company has introduced one-on-one meetings using an external system to provide opportunities to communicate between managers and subordinates. Besides formal interviews as part of the declaration system, these meetings are positioned as opportunities for managers and subordinates to discuss informal topics outside of work and career development, thereby contributing to the creation of a workplace built on trust through close communication between them and the assurance of psychological safety.

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 address 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.

For details of the training system and training records, please refer to [Supplementary Material <Social>](#).

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 an Open Exchange Program user

I applied for the Open Exchange Program to study innovation approaches. I majored in system design and management at a domestic graduate school, where I spent two years intensively studying cutting-edge theories. In particular, in project-based classes, while I faced challenges of leveraging diversity, it was highly stimulating to jointly create new ideas together with people of various ages and backgrounds. Currently, I am expanding what I have learned from day-to-day operations, hoping to contribute to creating a workplace that fosters innovation.



A.K. Attached to Research & Development Dept. (at the time of studying in the graduate school); Research Promotion Office, Research & Development Dept. (front right of the picture)

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

