

Workplace Development for Ensuring Success of Diverse Human Resources

Material issues ▶



Basic Policy

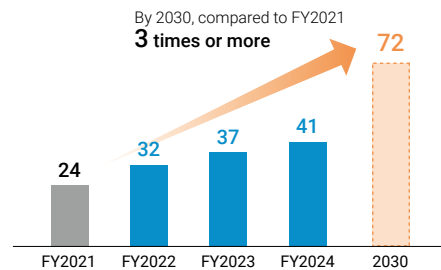
The active participation of human resources with diverse personalities is crucial for the J-POWER Group's sustainable growth. We are working to create a system and working environment in which a wide range of human resources fully demonstrate their abilities and play an active role regardless of factors such as gender, nationality, race, work history, experience, age, or disability to generate greater added value.

Diversity & Inclusion

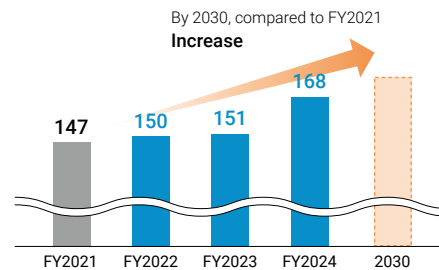
KPIs

J-POWER has positioned senior employees as core human resources among employees in a career-track position. Based on the principles of the Corporate Governance Code, we are establishing targets for the promotion of women, foreign nationals and mid-career hires to senior roles by 2030. In light of the fact that we achieved the previous target ratio of women in new graduate hires of 20%, we have revised upward the target to 25% or more (average between FY2025 and FY2027) with the aim of further promoting diversity.

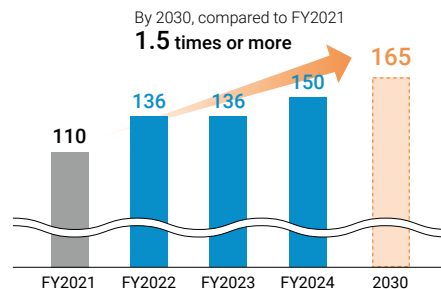
Appointment of women to senior roles



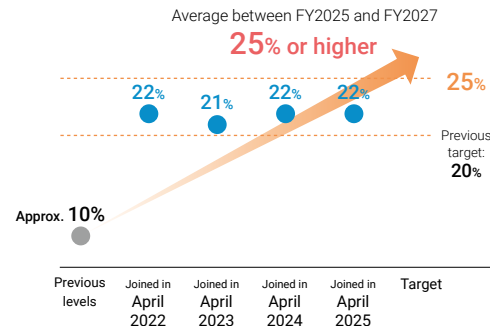
Appointment of foreign nationals to senior roles



Appointment of mid-career hires to senior roles



Percentage of women among new graduate hires



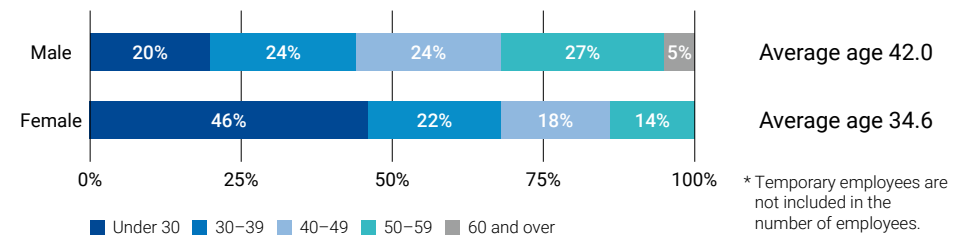
Career-building support for female employees

The breakdown of female employees by age group indicates that those under 30 years old constitute the largest proportion, exceeding 46%. We are aiming to facilitate information exchange and strengthen cooperation among female employees, as well as offer career-building support, including the formulation of CDPs* for women. These efforts allow them to continue to work with confidence even after major life changes like childbirth and the need for childcare.

*Career Development Program

[P.79 Diverse CDPs](#)

Breakdown of J-POWER employees by age group (As of March 31, 2025)



* Temporary employees are not included in the number of employees. Similarly, 1,153 seconded and other personnel are not included in this count.

Topics

Gender wage difference

While gender wage differences arise from variations in personnel composition, the compensation system itself does not differentiate based on gender.

- Difference in wages between male and female workers calculated based on the Act on the Promotion of Women's Active Engagement in Professional Life
All employees (60.1%), regular employees (60.4%), non-regular employees (66.4%)
- Comparison of base salaries of employees in a career-track position. Percentage ratio of female to male wages.
Under 30 years old (97.1%), 30-39 years old (98.2%), 40 years old and over (103.4%)

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Respect for people

Foreign national, mid-career, alumni (former employees), and referral hires

As the Overseas Business is one of the core businesses for the Company, our policy is to increase the number of foreign national senior employees on a Group-wide basis. This will be achieved by promoting professionals with expertise in their respective countries and regions through hiring at local subsidiaries.

Due to the increase in the number of new projects in recent years, including the development of renewable energy both in Japan and abroad, we are strengthening our efforts to hire personnel who can have an immediate impact from a variety of fields and industries, including project management, finance, legal, international business, DX, fuel and material procurement.

Employees who play active roles by leveraging their knowledge and experience include former employees who, after leaving the Company and gaining expertise in various fields, have rejoined us as alumni hires, and referral hires who joined the Company on referral from its employees and others.

Enhancing advanced age employment and improving working conditions for younger employees

Since 2021, J-POWER is gradually raising its mandatory retirement age to 65. Through our motivated older workers, we leverage their expertise and experience. As of March 31, 2025, the J-POWER Group has 378 participants in the continuous employment system and the personnel registration system.*

For younger workers, we are continuously working to improve working conditions, and through support for autonomous career building, we aim to create a system that allows them to work with a sense of fulfillment.

* Accessible until the conclusion of the fiscal year in which employees turn 70

Employment of people with disabilities

As of June 1, 2025, J-POWER's employment rate of people with disabilities is 2.39%. We are enhancing working environments and promoting understanding among other employees through such initiatives as establishing the consultation channels where employees with disabilities can discuss employment assistance and working environments, as well as making office buildings barrier-free. We will continue making efforts to improve our employment rate of persons with disabilities.

Early appointments for developing next-generation middle management

Middle management typically falls into a more experienced age bracket, largely due to the Company reducing its hiring of new graduates before and after its privatization in 2004. We are currently focused on appointing younger employees to the middle management tier earlier, while also implementing human resource development measures, including training for potential management-level employees.

Topics

Initiatives by the dedicated diversity organization

To establish integrated and consistent policies, systems, and work environments, the Diversity Promotion Task unifies all functions, including diversity promotion, training and development, personnel and labor system studies. The Task Force conducts study sessions on childcare and maternity leave, holds lectures on diversity and inclusion (D&I), regularly shares updates through the Group newsletter, organizes the Dialogue Session with Female Executive Officers to support the career development of female employees, and implements other initiatives.



Dialogue Session with Female Executive Officers

Technological exchange participated by a partner company in Thailand

The J-POWER Group is strengthening collaboration with domestic and overseas Group companies and partner companies to improve power plant maintenance and operational technologies. In FY2024, we held the Maintenance and Operation Technology Results Presentation by the thermal power sector, a sector responsible for maintenance and operation of J-POWER's thermal power plants, with the participation of not only domestic thermal power plants but also by Osaki CoolGen Corporation, the Group company, J-POWER Generation (Thailand) Co., Ltd., a local subsidiary in Thailand, and its partner company in Thailand. The participants made presentations on a wide range of topics in the thermal power sector, including maintenance, operation, and construction, covering creative initiatives of power plant site, and shared mutual recognition of their ongoing efforts and capacity for improvement.

At this presentation, the partner company showcased an initiative in which the addition of the program developed in-house for their existing plant monitoring system (machine-learning) helped reduce outsourcing fees and improve reliability.

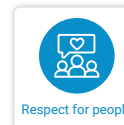
In the future, we will continue to collaborate with our domestic and overseas Group companies and partner companies to come up with solutions for improving the maintenance and operational technologies of thermal power plants, ultimately enhancing the value of the thermal power sector.



Group photo at the Maintenance and Operation Technology Results Presentation by the thermal power sector

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The Realization of Work-Life Balance

The J-POWER Group is promoting the creation of a workplace environment and culture where each and every employee can autonomously enrich both their work and personal life, and focus on highly creative work.

Flexible work styles and DX promotion

With the use of online tools, a “swing time” system*¹ with a maximum of two hours, and a remote work system (excluding part of the front-line organizations), we have implemented steps to increase work productivity and suit various workstyles. Alongside these initiatives, we aim to create the 3Ps “Yoryoku”² by reducing operation and maintenance tasks and enabling location-independent operations through DX. In addition, campaigns to encourage employees to leave office on time at each operating unit, such as No Overtime Day at our headquarters, are implemented to reduce working hours by raising employees’ awareness of work efficiency.

*1 Self-determined flexible working hours for starting earlier or later *2 Powers of potentiality, productivity and predictivity

[P.45 Promotion of DX](#)

[For details of initiatives related to workstyle and their results, please refer to Supplementary Material <Social>.](#)

Benefits

We have put in place a range of benefit programs for our employees and their families to enrich their lives. For instance, our headquarters and business sites provide dormitories and company residences for our employees who have been transferred to different locations nationwide and their families.

Major examples of benefit programs

- Providing dormitories and company residences at each site
- Employees Shareholding Association
- Cafeteria Plan Program
- Holding community events for health improvement and promotion



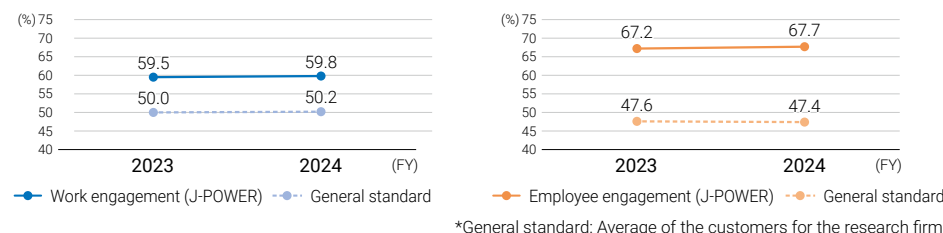
Family Sports Day 2024 in Yokohama, a community event, was held in the headquarters area. A total of 424 employees and their family members participated in the event.

Scope of target employees

- Dormitories/company residences:
All interested employees as specified by internal rules
- Employees Shareholding Association/Cafeteria Plan Program:
All employees, excluding part of non-regular employees
- Community events:
All employees. Some events are also available for employees’ families.

Engagement survey

We conduct an engagement survey every year to quantitatively evaluate employee status in two key areas: work engagement, which reflects employees’ enthusiasm and attitude toward their work; and employee engagement, which denotes their sense of belonging and attachment to the Company. In the FY2024 survey, 96.0% of employees participated. Of those who responded, 59.8% provided positive feedback on work engagement questions, while 67.7% responded positively to employee engagement questions, both of which are higher than general standards. From FY2023, scores improved significantly in questions regarding “Empathy for Corporate Philosophy and Vision,” “Trusted Relationship with Management,” and “Consideration to Career.” However, since we recognized that we have issues with middle-tier employees (middle management generation) based on the results of a statutory stress check, we have provided a self-care training session for them in order to reduce their stress and improve their engagement. We will continue conducting this survey to identify issues that need to be prioritized and reflect these issues in our human resources and labor policies, while providing more effective training programs, among other measures.



Conducting management discussion meetings

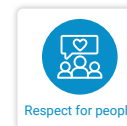
The J-POWER Group holds J-POWER Group management discussion meetings, providing a platform for direct exchanges of opinions between management and employees. In FY2024, executives from the Company and its Group companies visited 30 locations (over 130 institutions within the Group) across Japan, including the head offices of the five main Group companies, to exchange opinions with employees working on the front lines of ensuring a stable energy supply. To improve business operations, opinions and comments from each operating unit are discussed at the Board of Directors, Executive Committee, and other meetings. Based on feedback from past management discussion meetings, we have worked on various measures, including the improvement and review of the working environment and communication methods, as well as the introduction of an internal social media. Below are some comments and opinions received during the recent management discussion meetings:



Category	Main opinions
Group's business policy	• About thermal power transition • About the new Medium-Term Management Plan
Human resources and labor policies	• About human resource development across the Group • About benefit programs
New initiatives and ideas	• About new business ideas • About innovations in procurement/contracting methods
Internal communication	• About communication opportunities for employees beyond the boundaries of business departments

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Childcare leave

The J-POWER Group has set a target of 100% childcare leave uptake and is striving to create a workplace environment that facilitates its use. To enable employees to take childcare leave in accordance with their life plans, the Company offers unique support programs that exceed the statutory requirement. As a result, the Company received “Kurumin” certification from the Minister of Health, Labour and Welfare, recognizing it is a company that supports childcare. Moreover, we also received the special “Platinum Kurumin” certification mark, which is awarded only to companies with initiatives that meet an even higher standard.

- Childcare leave uptake (%)
 - Male: 100% (Days of leave taken: 33.5)
 - Female: 100%
 - Total: 100%



Maternity and Childcare Leave Handbook distributed to all Group employees

Consultation channels

Consultation channels regarding working hours, work environment, support for employees with disabilities, harassment, work environment influenced by gender diversity, and maternity and childcare leave are available. The consultation channels observe confidentiality obligations, and the privacy of employees using the consultation channels is assured. By upholding internal policies and procedures, as well as by offering level-specific training and displaying awareness-raising posters, we are working toward harassment prevention. A system is in place to ensure effective responses, and the managers of each department also receive training on how to handle difficulties should they arise. We offer customized system explanations and interviews as appropriate in response to questions from employees about maternity and childcare leave.

[P.98 Compliance](#)

[P.75 Initiatives to Respect Human Rights](#)

Programs to help balance work and life

We operate a dedicated internal portal site to widely share information, fostering an environment in which employees can easily use various work-life balance support programs. From April 2025, to help female employees keep working while dealing with women-specific health issues, the conventional menstrual leave was renamed to femcare leave so that female employees can take the leave when they are in bad health due to premenstrual syndrome (PMS), morning sickness during pregnancy, menopausal symptoms, and infertility treatment. In addition, we have begun to disseminate the Company's nursing care system to employees aged 40 and over and also individually inform them of this system. We provide an environment in which a diverse range of our employees can focus on their work with a sense of security through the programs to balance work and life, including childcare.

Examples of programs to help balance work and life

	Name of program	Content
Programs to help balance work and childcare	Leave before and after childbirth	From 6 weeks before delivery to 8 weeks after delivery *Can be taken from 8 weeks before childbirth with a doctor's diagnosis of leave of absence.
	Spousal leave	From during spouse's pregnancy to a max of 8 days during the first 2 weeks after delivery.
	Childcare leave	Until the end of April of the year the child turns 2 (Law dictates until the child turns 1 with an upper limit of up to 2 years of age)
	Time off for nursing care	Until the end of the child's third year of elementary school (5 times a year, or 10 times a year for two or more children) (as per legal requirements)
	Shortened working hours for childcare	Until the end of the child's third year of elementary school (until the age of 3 is legally required). Flextime can also be utilized.
	Childcare hours	Until reaching 1 year of age (2 times/day for 30 minutes) (as per legal requirements)
Programs to help balance work and family member care	Family member care leave	Up to 365 days per person (93 days per person is legally required)
	Shortened working hours for family member care	Total of 3 years per person (No limit on how time can be divided)
	Time off for family member care	5 days/year for one family member; 10 days/year for two or more family members
Other	Femcare leave	Available for use when female employees find it extremely difficult to work due to reasons unique to women
	Other (Life Support Leave)	Available for use for reasons such as childcare, family member care, and infertility treatment