



J-POWER GROUP INTEGRATED REPORT 2025



**J-POWER Group
Integrated Report 2025**

**Supplementary Material
< Social >**

Index

Social

1. CDP (Career Development Program) [P.3](#)
2. Supports for training junior employees/CDPs for Female Employees [P.4](#)
3. Training System and Attendance Results [P.5-6](#)
4. Improving Environments to Create Dynamic Workplaces [P.7](#)
5. Basic Policy on Occupational Health and Safety [P.8](#)
6. Initiatives Based on the Group Operational Health and Safety Plan [P.9](#)
7. Data [P.10-11](#)

CDP (Career Development Program)

*Integrated report reference page: p.79

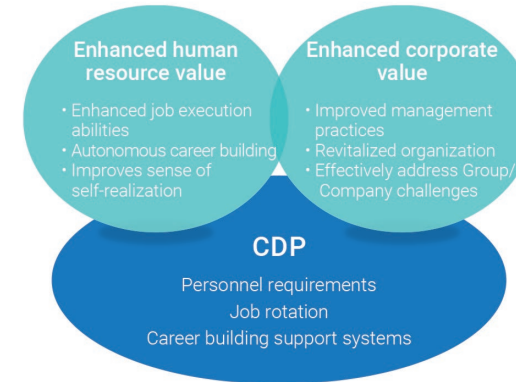
Human Resource Development

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

Overview of the CDP



CDP Conceptual Diagram

Supports for training junior employees/CDPs for Female Employees

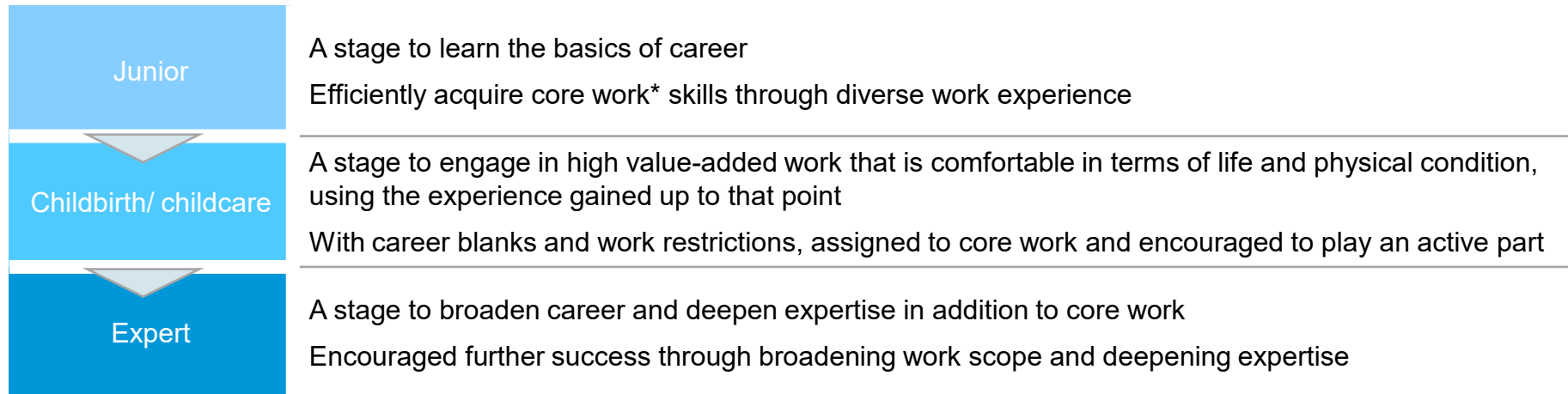
*Integrated report reference page: p.79

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.

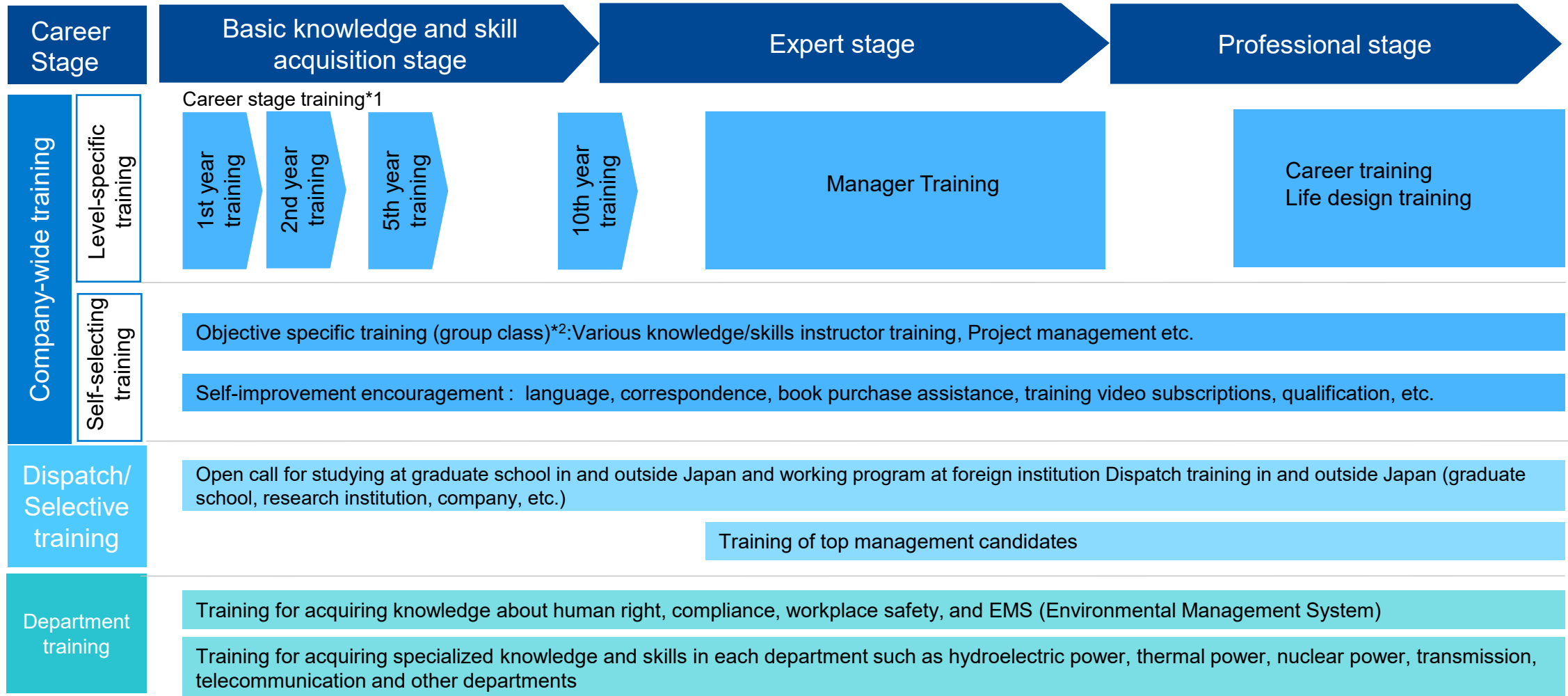


* Core work : Work that is friendly for the employee's characteristics such as physical condition and physical fitness while taking into account of her wishes and suitability

Training System and Attendance Results

*Integrated report reference page: p.80

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.80

Attendance Results

Training	Contents	Attendance in FY2024
Company-wide training (level-specific)	Acquisition of skills required at each career stage	765 in total
Company-wide training (self-selecting)	Objective specific training tailored to the needs of employees, distance & correspondence education and other self-improvement	838 in total
Dispatch/Selective training	Dispatching employees to educational and other institutions in and outside Japan, fostering top management candidates	152 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.83

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 annual paid leave in hourly increments	
Life support leave	This is leave that can be used for personal illness or injury, family care, school events, etc., separate from annual paid leave.
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

Basic Policy on Occupational Health and Safety

*Integrated report reference page: p.85

Basic Policy on Occupational Health and Safety

The Company aims to create safe, healthy, and rewarding workplaces that serve as the foundation for the J-POWER Group's business activities, with the utmost priority given to ensuring safety. The Company and general directors of operating units play their parts in improving the health and safety standards for the J-POWER Group through overall health and safety management, with the cooperation of employees and all concerned. These measures help prevent occupational accidents and promote both physical and mental health.

① Creating Rewarding Workplaces

The Company works to create rewarding workplaces that enable each and every employee to realize safety, health and self-fulfillment, thereby facilitating the active participation of a diverse group of human resources, including experienced senior employees.

② Improving Health and Safety Standards

While complying with laws, regulations, internal regulations, and other relevant rules, the Company will effectively operate its occupational health and safety management system for activities and initiatives aligned with this policy and the Operational Health and Safety Plan, with the aim of continuously improving the health and safety standards.

③ Preventing Occupational Accidents

With a focus on inherent safety, the Company will advance effective initiatives that integrate facilities, management, and people to achieve zero accidents.

④ Maintaining the Physical and Mental Health

Under the slogan "from treatment to prevention," the Company will implement initiatives to help employees work vibrantly and improve working environments to enhance the physical and mental health of its employees and their families.

The Company and general directors of operating units strive to realize this basic policy by setting an example through their own efforts. When a situation arises that runs contrary to this aim, the Company and general directors of operating units will take the initiative to solve the problem while working to investigate the cause, prevent recurrences, and take appropriate measures.

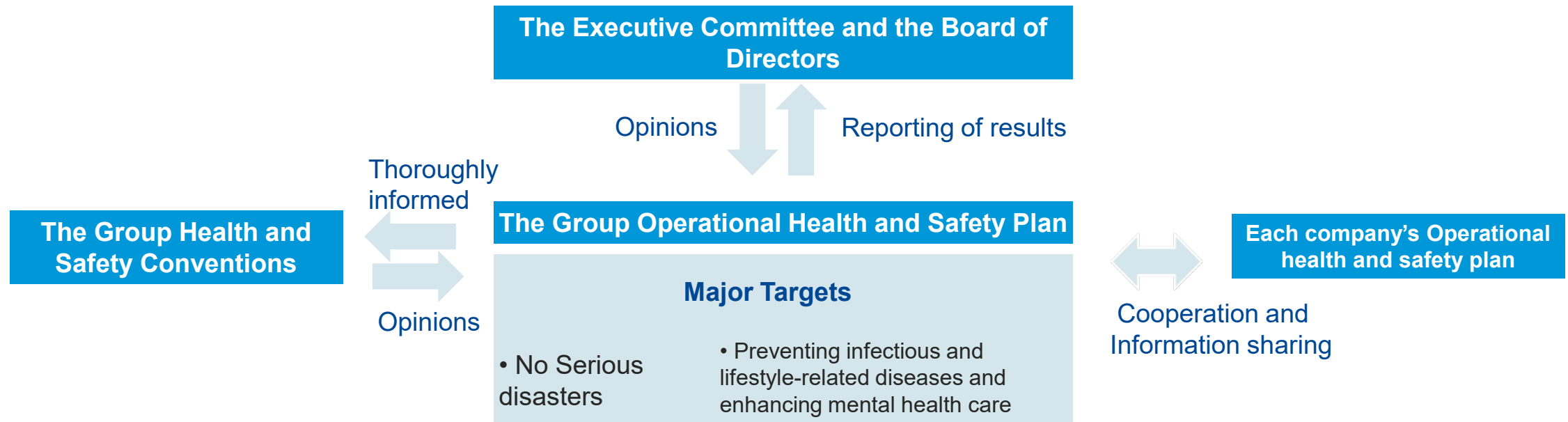
Initiatives Based on the Group Operational Health and Safety Plan

*Integrated report reference page: p.85

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.81, 114

Human resources (As of March 31, 2025)

Number of employees	Male	1,741
	Female	158
	Total	1,899
Number of temporary employees		51
Average age		41.4
Turnover rate 3 years after joining J-POWER ^{*1} (%)		8.7
Number of turnovers ^{**2} (Person)	Retirement for personal reasons	43
	Retirement for company reasons	0
	Other	10
Average length of continuous service (years)	Male	19.4
	Female	9.8
	Total	18.6

*Unless otherwise specified, the data is compiled based on J-POWER employees. 1,153 seconded staff and temporary employees are not included.

^{*1} The data is compiled based on J-POWER employees, including seconded staff, but excluding temporary employees.

^{**2} Number of turnovers in FY2023. Retirements and temporary employee retirements are not included. "Other" means appointment as officers, etc.

Breakdown of employees by age groups (As of March 31, 2025)

Age groups	Male	Female	Total
Under 30 years old	339	72	411
30-39 years old	424	35	459
40-49 years old	423	29	452
50-59 years old	467	22	489
60 years old and over	88	0	88

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

Average annual salary ^{*3} (10 thousand yen)		1,117
Ratio of women's to men's wages ^{**4*5} (%)	Under 30 years old	97.1
	30-39 years old	98.2
	40 years old and over	103.4

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

	FY	2022	2023	2024
Total actual working hours per person (hours)		1,951	1,968	1,969
Days of paid vacation taken per person (days)		16.4	16.8	16.3

^{*3} Average annual salary includes non-standard wages and bonuses. The calculation includes management positions as well.

^{*4} Comparison of base salaries of global employees. Represents the female wage ratio, with male wages set at 100%.

^{*5} (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 :

60.1% for all employees, 60.4% for regular employees, and 66.4% for non-regular employees

Data (2) (Non-consolidated)

*Integrated report reference page: p.114

Number of occupational accidents*1

		FY	2022	2023	2024
Fatal accident	J-POWER/J-POWER Transmission Network		0	0	0
	Main Group companies*2 and cooperating companies		0	0	0
	Total		0	0	0
Serious injury	J-POWER/J-POWER Transmission Network		0	0	0
	Main Group companies and cooperating companies		8	7	9
	Total		8	7	9
Minor injury	J-POWER/J-POWER Transmission Network		2	1	1
	Main Group companies and cooperating companies		5	15	12
	Total		7	16	13

Frequency*3 and Severity*4

		FY	2022	2023	2024
Frequency	J-POWER +Main Group companies*2 and cooperating companies		0.91	1.39	1.31
	Industry-wide		2.06	2.14	2.10
Severity	J-POWER +Main Group companies*2 and cooperating companies		0.05	0.04	0.04
	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.

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

*2 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..

