



## Application of Human Resources

### Passing on of Techniques and Skills, and Re-Employing Retirees

With its individual steelworks all expressing the desire to continue applying the valuable know-how of veteran employees, JFE Steel created its Senior Expert Program for rehiring employees who reach the mandatory retirement age of 60. As of April 2010, JFE Steel had rehired approximately 770 retirees under this program.

The JFE Engineering Group also has a similar re-employment system to pass on to younger generations the techniques, skills, and project experience of veteran employees. It has also established the Career Consulting Section to help employees who are facing mandatory retirement or a second retirement after re-employment to continue their careers.

Universal Shipbuilding, meanwhile, has veteran employees over the age of 60 instruct younger employees on a daily basis in order to pass on techniques and skills as expeditiously as possible. The company has also established a department in charge of technical assistance, and assigns a mentor for each young worker to provide technical guidance.



Passing on skills to the next generation (Universal Shipbuilding)

### Human Resource Development

To develop professionals who are expert in particular areas, JFE Steel has put together an OJT-based training system and has enhanced its off-the-job training program and overseas study system.

In addition to personnel training, JFE Engineering has adopted an internal recruiting system in order to optimize the best-fit allocation

of personnel and make the most of their untapped capabilities.

### Helping Women to Thrive

While the JFE Group has, of course, established an equal-pay system in accordance with the intent of the Equal Employment Opportunity Act for Men and Women, we also consider the creation of working environments in which women can thrive to be a top priority. Toward that end, we are working to not only increase our hiring of women but also improve their working conditions.

### Work-Life Balance

The JFE Group is striving to create pleasant, productive working conditions, and make itself an even more attractive employer.

#### JFE Steel's Main Family-Friendly Employment Policies

##### 1. Extended Child Care Leave

Employees can take extended child care leave until their child reaches 18 months of age. Thereafter, under certain circumstances such as difficulties in finding a vacancy at a nursery, an additional extension will be allowed to the end of March of the year immediately after the period of 18 months expires.

##### 2. Abbreviated Working Hours for Child Care

Under this system, employees may work 2 fewer hours per day until their child finishes the third year of elementary school.

##### 3. WLBS (Work-Life Balance Support) Leave

Under this system, employees with one child may take up to 5 days of leave per year until their child finishes elementary school. Employees with more than one child may take up to 10 days of leave per year.

### Employment of People with Disabilities

To provide opportunities for people with various disabilities to fully exercise their capabilities, the JFE Group operates three special subsidiaries: JFE Apple East Corporation, JFE Apple West Corporation, and Mie Data Craft Co., Ltd. All of these companies actively work to hire people with disabilities and create working environments that allow them to thrive.

## Positive, Productive Working Environments

### Respecting Human Rights

The JFE Group regards respect for human rights as both a corporate social responsibility and a key management concern, and involves the entire Group in efforts to raise consciousness of human rights.

Specific examples of these efforts include: 1) Appointment of employees to oversee human rights education; 2) Implementation of various human rights training courses; and 3) Guaranteed employment opportunities, and promotion of fair human resource management.



Human rights training (JFE Steel)

### Employee Health and Safety

Providing for the safety and health of employees is a basic requirement for manufacturers and fundamental to the continued existence of a company.

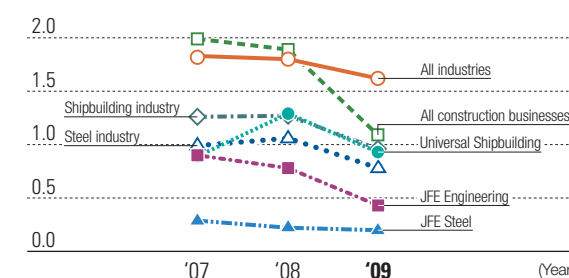
Based on its fundamental philosophy of "safety first," JFE Steel has been striving to enhance and strengthen its safety measures under themes such as advancing activities to resolve health and safety issues in communities and workplaces; promoting mental and physical health; and strengthening health and safety activities at group companies.

JFE Engineering pursues activities that, for example, seek to achieve safety through risk assessment and promote mental and physical health at the approximately 2,000 construction and other work sites operated by its group throughout the country. Its overall aims are to eliminate accidents and improve safety and health conditions.

Universal Shipbuilding, based on fundamental philosophy of "safety first," strives to enhance, improve, and strengthen its safety and health

measures by setting up specific promotional targets. These include active and effective implementation of OSHMS (Occupational Safety and Health Management System) practices by every employee; activities to ensure the primacy of safety and health in the workplace; and promotional activities to create comfortable working environments and promote mental and physical health.

#### Rate of Lost-Worktime Injuries at JFE Steel, JFE Engineering, and Universal Shipbuilding



### Disaster-Prevention Measures

Each member of the JFE Group conducts disaster-prevention training regularly. In particular, to further strengthen its disaster-prevention system, JFE Steel is advancing efforts to identify issues to be solved, as well as verify necessary items, to help ensure the continuing operations in the event of a disaster.

### Health Management

The JFE Group is engaged in health management initiatives intended to ensure that all employees can fully exercise their capabilities while maintaining healthy minds and bodies.

#### JFE Group Initiatives

1. Thorough implementation of preventive measures for workplace-related illness (improvement of working environments, ensuring appropriate work demands, and early detection and treatment through examinations)
2. Regular physical examinations
3. Advice for employees for whom a physical examination has detected a problem
4. Treatment and follow-up by partner hospitals and their networks
5. Mental health care (establishment of counseling services, education of managers, care for those in need, etc.)

JFE Steel  
Number of  
employees taking  
human rights  
training courses in  
FY2009

2,675

Rate of lost-  
worktime injuries  
in 2009

■ JFE Steel

0.21

■ JFE Engineering

0.43

■ Universal  
Shipbuilding

0.93

Employment rates  
for people with  
disabilities  
(as of June 2010)

Legally-prescribed  
minimum employment  
rate of persons with  
disabilities  
1.8%

■ JFE Steel

1.99%

■ JFE Engineering

2.06%

■ Universal  
Shipbuilding

1.40%

■ Kawasaki  
Microelectronics

3.33%