

Strengthening Human Resource Development

Initiatives

Human Resource Development

The JFE Group is enhancing training and education with an emphasis on nurturing the capacities of each employee and cultivating global human resources to support the expansion of our overseas business. We are also committed to securing and developing the necessary human resources to promote the DX strategy, one of the JFE Group's management strategies. In FY2023, we added a new KPI for DX human resource development to the KPI for training hours per employee, to further accelerate our efforts.

For more on training results, refer to the following data.

▶ [Social Data](#) (P. 253)

JFE Steel

Passing on Skills and Promoting DX Human Resource Development

The generational replacement of employees has peaked, raising the urgency of boosting the skills of younger employees. Accordingly, the company applies an evaluation system at manufacturing sites to quantitatively grasp and analyze the skill level of each employee and then uses the results in its training system.

It also promotes the use of IT such as a mixed reality technology-based training simulator for enhancing the quality of training.

Furthermore, the Group is taking steps to respond to DX technologies, which are rapidly being introduced and applied in industry, for such tasks as improving internal training programs for data scientist personnel. Starting in FY2023, we will provide DX literacy training to all employees to instill our vision and inform their thinking. We will also provide training that challenges the mindsets of executives and managers to guide them into specific goals that further promote human resource development.

JFE Engineering

Engineering Training Programs to Support Independent Learning

To enhance the knowledge of underlying technologies that represent a technological foundation for an engineering enterprise, the company's leading expert lectures over 30 different courses on basic technology for younger employees and mid-career hires.

A web-based learning curriculum launched in FY2018 offers employees opportunities to acquire business skills that cater to each job responsibility, including accounting and marketing.

Through these training programs, JFE Engineering provides younger employees with opportunities to grow through independent and continuous learning and strengthens the leadership capabilities of managers to transform corporate management.

JFE Shoji

Training and Measures to Maximize Employee Potential

To expand the trading business in Japan and overseas, JFE Shoji has organized a training program that enables personnel with diverse backgrounds to achieve growth in their respective work sites and business situations. The program includes a course for developing the basic skills required of trading company personnel, such as negotiation, finance and strategic thinking, and the trading business along with another course for newly hired mid-career employees. Furthermore, employees in rank-based training learn the roles and skills required for their new qualifications before being promoted, which enables them to advance their careers more quickly. Other programs include the early dispatch of young employees to overseas Group companies and conducting national staff training in which locally hired talented overseas employees are invited to the head office to further boost their abilities and motivation. These opportunities for a wide range of employees are intended to raise the performance of the entire Group.

Developing Global Personnel

In addition to hiring and developing non-Japanese for career-track positions in Japan and local personnel overseas, the JFE Group is enhancing programs for Japanese employees to gain overseas study and training. The Company is also developing younger employees through practical experience by dispatching them on overseas assignments.

Global Personnel Development Programs

	JFE Steel	JFE Engineering	JFE Shoji
Study abroad	○	○	○
Short-term overseas language training	○	—	○
Overseas assignments for younger employees	○	○	○
Dispatching engineers to international conferences	○	—	—
Training for local personnel at overseas sites	○	○	○
Practical training in Japan for non-Japanese personnel at overseas sites	—	○	○
Internship for international students	○	○	—