

Social Data

Human Capital

Employee Data (FY2024^{*1})

Items	Scope	Unit	JFE Steel	JFE Engineering	JFE Shoji
Employees	Consolidated ^{*2}	persons	41,386	11,102	8,753
Male		persons	35,981	9,485	5,233
Female		persons	5,405	1,617	2,108
Management positions ^{*3}		persons	11,151	3,807	1,850
Male		persons	10,295	3,528	1,555
Female		persons	856	279	295
Ratio of women in management positions		%	7.7	7.3	15.9
Employees	Non-consolidated	persons	14,624	3,756	997
Male		persons	13,355	3,174	603
Female		persons	1,269	582	394
Management positions (manager or higher) ^{*3}		persons	1,643	1,721	609
Male		persons	1,603	1,657	545
Female		persons	40	64	64
Ratio of women in management positions		%	2.4	3.7	10.5
Recruits	Non-consolidated	persons	745	263	72
Male		persons	658	230	42
Female		persons	87	33	30
New graduates		persons	482	125	44
Mid-career professionals		persons	263	138	28
Years of continuous employment (average)		years	17.2	15.7	13.1
Male		years	16.9	15.8	13.2
Female		years	20.2	15.3	13.0
Job turnover rate ^{*4} (total 2.1%)		%	1.9	2.6	4.1

Items	Scope	Unit	JFE Steel	JFE Engineering	JFE Shoji
Elderly employees* ⁵	Non-consolidated	persons	905	57	11
Ratio of elderly employees* ⁵		%	6.2	1.5	1.1
Average annual leave taken		day/year	16.4	18.7	16.7
Average overtime		hours/month	26.4	27.1	31.4
Employees working shorter hours for childcare		persons	92	54	57
Ratio of male employees taking childcare leave* ⁶		%	97.0	97.1	110.3
Average childcare leave taken by male employees		days	27.9	59.6	21.5
Wage gap between men and women* ⁷ (all workers)		%	82.2	67.6	69.9
Full-time employees		%	82.6	67.8	69.8
Part-time workers and fixed-term employees		%	75.0	59.1	60.4
Temporary staff		persons	144	639	39

*1 Personnel composition (excluding managers, temporary staff, and employees working shorter hours for childcare) is as of March 31, 2025. Number of managers, temporary staff, and employees working shorter hours for childcare is as of April 1, 2025, and other personnel as of FY2024.

*2 Scope of data: Operating companies and other consolidated subsidiaries, JFE Steel: 149, JFE Engineering: 80, and JFE Shoji: 97. JFE Shoji's America region is excluded from the gender breakdown. The number of managers is also excluded from the scope of data.

*3 Management positions at JFE Shoji include employees on loan.

*4 Percentage of employees who voluntarily choose to resign from the organization.

*5 Figures for JFE Steel and JFE Engineering include active employees who are age 60 and above (the companies' mandatory retirement age has been raised to 65).

*6 Rate of male employees taking childcare leave or time off related to child rearing = (Number of male employees who took childcare leave + Number of male employees who used the childcare leave program for pre-elementary school children) / Number of male employees whose spouses have given birth.

*7 Calculated in accordance with the provisions of the Act on the Promotion of Women's Active Engagement in Professional Life.

Recruiting*^{1,2}

Items	Unit	Career-track Positions			On-site Positions at Steelworks	Total
		White-collar	Technical	Total		
Male	persons	150	311	461	469	930
Female	persons	94	35	129	21	150
Total	persons	244	346	590	490	1,080
Ratio of women	%	38.5	10.1	21.9	4.3	13.9

*1 Scope of data: Total figures for the three operating companies.

*2 Target group: New graduates who joined in FY2025 and mid-career professionals who joined in FY2024.

Employment of People with Disabilities (as of June 1 of Each Year)

Items	Scope	Unit	2020	2021	2022	2023	2024
Employment ratio of people with disabilities	JFE Steel	%	2.51	2.51	2.57	2.52	2.63
	JFE Engineering	%	2.37	2.53	2.58	2.69	2.83
	JFE Shoji	%	2.39	2.39	2.66	2.74	2.84

Human Resource Development

Items	Scope	Unit	FY2022	FY2023	FY2024
Training hours per employee	JFE Steel	hours per year	45.2	44.9	45.2
	JFE Engineering	hours per year	20.9	23.4	24.2
	JFE Shoji	hours per year	20.1	22.1	25.2
DX human resource development (accumulated)	JFE Steel (data scientists)	persons	—	610	662
	JFE Steel (citizen developers)	persons	—	456	630
	JFE Engineering	persons	—	179	207

Lost-Work Injuries and Accidents

Items		Scope*1	Unit	2020	2021	2022	2023	2024
Lost-work Injuries and Severity (Rates)	Lost-work injuries*2	JFE Steel	—	0.23	0.10	0.18	0.06	0.15
	Severity*3		—	0.08	0.08	0.08	0.00	0.08
	Lost-work injuries*2	JFE Engineering	—	0.35	0.56	0.26	0.28	0.22
	Severity*3		—	0.01	0.40	0.01	0.42	0.01
	Lost-work injuries*2	JFE Shoji Group	—	0.76	0.60	0.25	0.12	0.37
	Severity*3		—	0.04	0.05	0.02	0.03	0.02
	Lost-work injuries*2	Manufacturing industry average	—	1.21	1.31	1.25	1.29	1.30
	Severity*3		—	0.07	0.06	0.08	0.08	0.06
Number of lost-work injuries	Lost-work injuries	JFE Group	cases	36	26	25	12	21
	Fatal injuries		cases	1	2	1	1	0
	Lost-work injuries	JFE Steel	cases	23	10	18	6	14
	Fatal injuries		cases	1	1	1	0	0
	Lost-work injuries	JFE Engineering	cases	7	11	5	5	4
	Fatal injuries		cases	0	1	0	1	0
	Lost-work injuries	JFE Shoji Group	cases	6	5	2	1	3
	Fatal injuries		cases	0	0	0	0	0

Items		Scope*1	Unit	2020	2021	2022	2023	2024
Lost-work injuries involving employees	Lost-work injuries	JFE Group	cases	15	10	13	6	3
	Fatal injuries		cases	0	0	1	0	0
	Lost-work injuries	JFE Steel	cases	9	5	11	4	2
	Fatal injuries		cases	0	0	1	0	0
	Lost-work injuries	JFE Engineering	cases	2	1	0	1	0
	Fatal injuries		cases	0	0	0	0	0
	Lost-work injuries	JFE Shoji Group	cases	4	4	2	1	1
	Fatal injuries		cases	0	0	0	0	0
Lost-work injuries involving employees of contractors	Lost-work injuries	JFE Group	cases	21	16	12	6	18
	Fatal injuries		cases	1	2	0	1	0
	Lost-work injuries	JFE Steel	cases	14	5	7	2	12
	Fatal injuries		cases	1	1	0	0	0
	Lost-work injuries	JFE Engineering	cases	5	10	5	4	4
	Fatal injuries		cases	0	1	0	1	0
	Lost-work injuries	JFE Shoji Group	cases	2	1	0	0	2
	Fatal injuries		cases	0	0	0	0	0

*1 Scope of data:

- JFE Steel and JFE Engineering: parent company, business associates and contractors in Japan.
- JFE Shoji: parent and consolidated subsidiaries, business associates and contractors in Japan.

*2 Lost-work injuries (rate) = number of employees with lost-work injuries/total working hours × 1,000,000

*3 Severity = number of lost working days/total working hours × 1,000

Health and Safety Training (FY2024)

Items	Unit	Participants*
Training for managers and supervisors	persons	369
Mental healthcare education for new hires and at rank-based training	persons	1,367

* Total of 3 operating companies.

Occupational Health and Safety

Items	Scope	Unit	FY2021	FY2022	FY2023	FY2024
Ratio of ISO 45001-certified sites*	JFE Steel	%	33	100	100	100
	JFE Engineering	%	100	100	100	67

* Ratio at production sites

Health

Items	Scope	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Provision rate of health guidance* ¹	JFE Steel	%	53.0	72.2	71.1	72.7	—
	JFE Engineering	%	39.1	39.4	42.7	41.3	—
	JFE Shoji	%	41.6	52.1	35.0	43.0	—
Smoking rates	JFE Steel* ²	%	29.0	27.3	26.6	25.8	25.0
	JFE Engineering	%	23.3	22.9	22.3	21.8	21.4
	JFE Shoji	%	24.9	21.5	21.9	20.6	21.4
Metabolic syndrome rates	Employees insured by the JFE Group's health insurance union (age 40 and above)	%	36.5	36.3	36.0	36.3	36.3
Rate of health examination for dependents	Age 40 and above	%	46.3	51.3	52.3	53.8	56.9

*¹ Figures for FY2024 will be added once they are finalized.

*² Smoking rate for JFE Steel is managed based on calendar year.

Provide Quality Products and Enhance Customer Satisfaction

Customer Training (FY2024)

Training type	Scope	Unit	Participants
Technical presentation by overseas Group companies (number of participating companies*1)	JFE Shoji	persons (companies)	157(17)
National staff training (NS training*2)	JFE Shoji	persons	27

*1 A total of 157 persons from 11 countries participated in the training, with 34 attending face-to-face sessions and 123 online.

*2 Participants came from 10 countries (Thailand, Vietnam, India, Malaysia, Mexico, Indonesia, Philippines, China, U.S.A., and Australia).

Community

Social Contributions (FY2024)

Activities		Scope	Unit	Results
Internships		JFE Group	Persons	2,080
		JFE Steel	persons	953
		JFE Engineering	persons	749
		JFE Shoji	persons	378
Supporting schools in Ghana and Nigeria	Desks and chairs	JFE Shoji	sets	460
	Notebooks		books	17,000
	Canned foods		cans	12,500

JFE 21st Century Foundation

Grants		Projects	Value (million yen)
Technology research (accumulated)		766	1,539.8
Technology research for FY2024	Iron and steel technology research	9	18
	Global environment and global warming prevention technology research	19	38
Asian history studies (accumulated)		186	279
Asian history studies for FY2024		12	18
Activities		Sets Donated	
Supporting the Japan Overseas Educational Services Writing Contest and anthology donation (to elementary and middle schools and also public libraries in the regions related to steel*)		2,200	

*Donated to 650 elementary schools and middle schools, 60 libraries, etc.