Human Capital

Basic Policy

In this rapidly changing business environment, the power of each employee is essential for continuously enhancing corporate value into the future. The JFE Group believes that people are the driving force of corporate growth and is promoting its human resources strategy linked to its management strategies. Under the JFE Group's Basic Policy on Human Resource Management and the JFE Group Health Declaration, the Group seeks to achieve its management strategies by maximizing employee abilities and vitality by actively investing in human capital.

The human resources strategy of the Eighth Medium-term Business Plan stands on two pillars:

① Establishing a talent portfolio to realize management strategies
- Promote talent acquisition and development aligned with each operating company's management strategies and establish a talent portfolio.
- Particularly focus on developing employees capable of supporting overseas business and DX as a common, Groupwide priority.

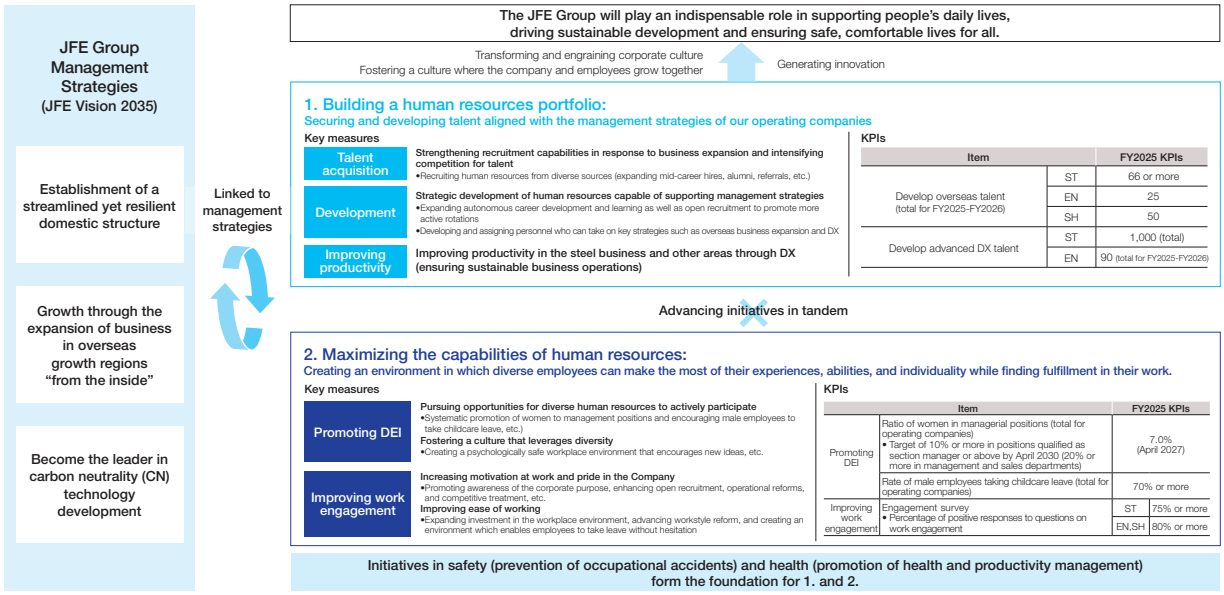
② Maximizing human resource talent
- Realize conditions where every individual in the human resource portfolio can thrive through improved work engagement.
- Realize conditions where every individual in the talent portfolio can thrive through DEI promotion.

By advancing our efforts under these two pillars, we will strive to maximize the power of our people, foster a corporate culture in which the Company and its employees grow together, and execute transformation for growth while realizing our management strategies.

These efforts are underpinned by occupational health and safety. Ensuring employee health and safety is a basic requirement for manufacturers and a foundation for continued corporate existence. Guided by its safety-first philosophy, the JFE Group aims to establish a safe working environment to achieve zero accidents. By promoting intrinsic safety through DX and effectively operating an occupational health and safety management system, it is creating workplaces where everyone at Group companies and partner companies (including contractors) can work safely and in good health. Furthermore, the Group collaborates with its health insurance union and industrial health staff to maintain and improve employee health.

We plan to invest approximately 80 billion yen (total for operating companies) in human resources during the period of the Eighth Medium-term Business Plan.

Overall Framework of the Human Resource Strategy



JFE Group's Basic Policy on Human Resource Management

❶ Respect Human Rights and Facilitate Fair Management of Human Resources

The Group manages human resources fairly by respecting the human rights of all employees and nurturing employees who embrace the Group's corporate values and standards of business conduct.

❷ Foster a Corporate Culture that Nurtures People and Promotes Satisfying Workplaces

The Group facilitates interactive communication among employees to cultivate a corporate culture that nurtures human resources and creates safe, attractive environments where everyone can enjoy working.

❸ Diversify Human Resources

The Group ensures that diverse all people, including women, non-Japanese, the elderly and the disabled, can demonstrate their full potential.

❹ Recruit and Steadily Nurture Excellent Human Resources

To survive in an increasingly complicated and diversified business environment, the Group steadily recruits diverse, high-quality skilled human resources, ensures that they receive the skills and knowledge necessary to continue strengthening the Group's technological capabilities, and nurtures their global capabilities.



Poster displayed at each workplace

JFE Group Health Declaration

❶ JFE, recognizing that health and safety are fundamental for fulfilling its mission, creates workplaces in which every employee can work with vigor.

❷ JFE and its health insurance union work together to advance initiatives for maintaining and upgrading the physical and mental health of employees and their families.

❸ JFE gives top priority to health and safety and to creating a health culture in which each employee takes personal responsibility.

Targets and Results

Having identified the promotion of talent acquisition and development, the promotion of DEI, the improvement of work engagement, the prevention of workplace accidents, and the promotion of health and productivity management as material issues related to human capital, the JFE Group has set KPIs to manage progress and promote relevant initiatives.

For KPI performance results, please refer to:
› FY2025 KPI Results and FY2026 KPIs (P. 19)