Promoting Talent Acquisition and Development

Initiatives

We are acquiring and developing talent to execute the business strategies of operating companies and building a portfolio aligned with those strategies. Amid intensifying competition for talent, we are pursuing automation and labor-saving measures through DX and establishing optimal production systems in the steel business, and building a lean, robust production system in Japan. At the same time, we are strengthening our recruitment capabilities by combining diverse sources such as career hires, alumni hires, referral hiring, and the use of scouts and agencies. Additionally, we are enhancing corporate recognition through advertising and offering competitive compensation.

From the perspective of human resource development, we are cultivating an awareness of autonomous career development by providing broad work experience through active job rotation, developing learning environments tailored to employee motivation, and expanding voluntary (self-nominated) training programs. Specialized human resource development will depend on continuously securing and developing global and DX talent to implement the Group's management strategies, such as expanding locally based overseas operations and building a lean, resilient organizational structure. We are particularly emphasizing these initiatives.

Along with strengthening recruitment, we are implementing initiatives to prevent early turnover, such as a mentor system, meetings with supervisors to discuss mid- to long-term career goals, and assigning experienced employees to guide new hires and more easily address their concerns.

For more on training results, please refer to:
› Social Data (P. 286)

ST Strengthening the Foundation of the Domestic Steel Business and Developing Human Resources for Growth and Priority Fields

JFE Steel will maintain its domestic steel business as the foundation of its operations while continuously enhancing the capabilities of its human resources. The company is building and implementing a framework to assign personnel to growth and priority fields by leveraging the depth of its workforce talents. In addition, it is reviewing the overall framework and content of its management training to ensure management practices are aligned with its established purpose, vision, and values.

ST Domestic Steel Business

JFE Steel is enhancing the quality of its human resources by encouraging and supporting autonomous career development. This includes providing diverse work experience through active job rotation, developing learning environments tailored to employee motivation, and expanding voluntary (self-nominated) training programs.

Strengthening the skills of younger employees has become increasingly important for operational staff as the generational transition progresses. In response, the company is leveraging the human resource development system at its manufacturing sites to assess and analyze individual skill levels quantitatively and apply these insights to training. Furthermore, it has set up a system for extracting and applying the tacit knowledge of veteran employees to train young staff.

ST Growth and Key Areas

JFE Steel is promoting the transition of personnel from the domestic steel business by equipping them with the skills and experience required in growth and priority areas such as overseas operations and DX. For its overseas business, it is building a pool of human resources capable of managing global operations by actively rotating mainly younger employees into overseas assignments to provide hands-on experience, as well as actively encouraging overseas study. The company introduced a new open-application overseas study program in FY2025 to further accelerate human resource development.

To promote DX, JFE Steel has reviewed the skills and knowledge required at each stage of DX personnel development while systematizing and enriching the content of training. It has redefined highly skilled DX personnel as Business Innovators, who drive business process reforms, Data Scientists, who achieve results by leveraging advanced data applications, including AI and machine learning, and Digital Designers, who leverage low-code tools to enhance efficiency and sophistication, and has certified over 800 highly skilled DX personnel to date. The company will also accelerate the development of personnel who can use the latest technology by adding the citizen development of generative AI apps to the certification requirements for Digital Designers.

EN Promoting Training Programs to Support Independent Learning and Developing DX Personnel

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. Also, a web-based learning curriculum 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.

Regarding the development of human resources as the foundation for promoting DX, we are providing digital literacy training to all employees and holding companywide events as well as training specialists in areas like data analysis, AI, and system development. Starting in FY2025, we have introduced training programs like rank-based DX training and DX Planner (DX Business Planner) Training to strengthen the development of personnel who plan and drive DX initiatives.

SH Training and Measures to Maximize Employee Potential

To expand the trading business in Japan and overseas, JFE Shoji has established training programs that enable personnel with diverse backgrounds to achieve growth in their respective environments. These programs include business strategy execution support workshops for developing the basic skills required of trading company personnel, such as financial strategy, strategic investment, marketing, and management, as well as practical trade training for acquiring hands-on knowledge and onboarding programs for newly hired mid-career employees, thereby further strengthening the company's competitiveness. Furthermore, employees in rank-based training are provided opportunities to learn the roles and skills required to obtain new qualifications before promotion, with the aim of enabling employees to contribute at an early stage. Other programs include the Overseas Trainee Program, which dispatches young employees to overseas Group companies early in their careers, and the national staff training program, through which talented locally hired overseas employees are invited to the head office to further boost their abilities and motivation. These programs for a wide range of employees are intended to raise the performance of the entire Group.

Programs for Developing Personnel for Overseas Operations

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	○	—	—