

What Actions Does the Group Take to Ensure that its Employees Can Feel Satisfied with their Careers?

In order to promote the well-being of its employees and their families, the JR East Group fosters a corporate culture of open and honest debate and supports personal development, promoting the development of workplaces where employees can engage in meaningful work with a sense of purpose.

Efforts for Human Resources

Basic policies on personnel and employment

JR East strives for group management that fosters a corporate culture of affirmative development by each employee, seeks to enhance individual value through personal development, and provides each employee with a sense of accomplishment and fulfillment. To this end, we are reconstructing our personnel systems and developing personnel training programs premised on a system of long-term employment.

Employment situations

JR East seeks to maintain stable employment and engage in fair and impartial hiring practices that observe basic human rights.

Employing individuals with disabilities

JR East is aware of its social responsibility to employ individuals with disabilities. As of June 2004, the handicapped accounted for 1.89% of our work force. Government regulations concerning passenger safety, however, make many jobs in the railway industry unsuitable for the disabled. Nonetheless, in an effort to integrate the disabled into society, we take into consideration the type and degree of handicap and provide appropriate employment whenever possible.

Human Rights Education

Raising employee awareness of human rights

JR East has established human rights committees at its corporate head office and all branches. These committees, as stipulated in our *Basic Policy on Human Rights*, are designed to protect and enhance the human rights of all employees. We conduct human rights seminars for different occupations and publish a newsletter for employees and their families. JR East has also joined the *Corporate Conference on the Advancement of Human Rights*, an inter-company human rights organization devoted to information sharing and mutual advancement.

Developing Motivating Work Environments

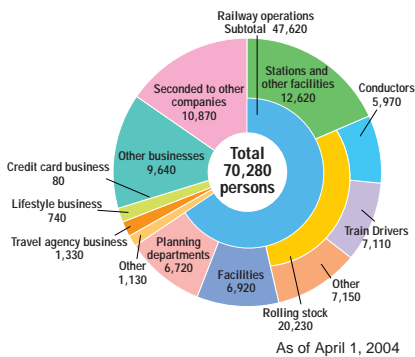
Creating work environments favorable to women

In the past, JR East had few female employees because of restrictions in the Labor Standards Law on work by women during the late-night hours. When revisions to the Labor Standards Law and the Equal Opportunity Law went into effect in 1999, we expanded both the number of women employed and the types of jobs in which they work. When East Japan Railway was established, it had 680 female employees; by April 2004, this number had increased to 2,330 which account for 3.3% of all employees. In order to promote the development of work environments that foster women, in April 2004 we launched the "F Program of positive actions", improved our systems to support working mothers, and we are currently taking measures to reform the workplace culture.

Overview of the F Program

1. Expand employment and job opportunities for women
 1. Expand employment
 2. Expand job opportunities
2. Improve systems that support working mothers
 1. Extend childcare leave periods
 2. Introduce a system to support rehiring
 3. Provide childcare allowances
 4. Distribute the "Working Mothers Support Guidebook"
 5. Introduce a "Working Mothers Support and Consultation Hotline"
3. Adopt measures to increase women in management positions
4. Reform work environment and culture
 1. Implement equal participation in workplaces
 2. Develop a system to follow employees while on childcare leave and to improve support after their returns
5. Take measures to change the awareness of female employees

Employment by job type



Women also take an active part of train conductors and drivers

Reducing working hours

JR East is systematizing and automating operations to reduce working hours for improved job satisfaction and increased productivity. The average total working time in FY 2003 was 1,831 hours, approximately 360 hours less than when the company was founded in 1987.

Acquiring certification for Occupational Health and Safety Management System

In March 2002, JR East's Tokyo General Rolling Stock Center acquired OHSAS (Occupational Health and Safety Management System) 18001 certification, as the first railway company, in compliance with international standards for its occupational health and safety management system. In May 2003, the Omiya General Rolling Stock Center also obtained JISHA (Japan Industrial Safety and Health Association)-type OSHMS(Occupational Health and Safety Assessment Series) Certification. We plan to continue improving our health and safety system over time and to raise standards to even higher levels.

Work environment-related data (FY 2003)

Disabled employees ratio	1.89%
Total annual working hours	1,831 hours
Overtime work	113 hours
Ratio of annual vacation time used	93%

*The percentage of disabled employees is as of June 2004.

Preventing occupational accidents

Unfortunately, two employees of JR East contractor were victims of fatal accidents in FY 2003. Under the "Safety Plan 2008," the entire JR East Group is working together toward preventing on-the-job accidents to achieve zero customer and employee fatalities and injuries.

Improved Training Systems

Basic policies on training

The JR East Group encourages employees not only to perform their assigned duties, but also to engage in voluntary training on topics that they can decide themselves. We promote personnel development based on our fundamental guiding principle that "personnel are the most important resource of the company" and that "the company develops through the enhancement of capabilities and personal growth of each employee."



Training at the JR East General Education Center

A range of training programs

JR East has established a variety of training programs to help employees develop their skills. Numerous seminars on safety, services, and management are given at the JR East General Education Center and at branches. We also promote self development by encouraging employees to take correspondence courses on general topics or to obtain specific qualifications, and we conduct internal correspondence courses on topics relating to the railway business. To help employees broaden their perspectives and develop their abilities, JR East strongly encourages employees to pursue outside training including enrolling in business management school, attending public seminars and training on the ocean, training overseas, or taking courses at domestic colleges or universities.

Training programs conducted in FY 2003

Training Categories	
Training for Human Resource Development	32,800 participants
< Major Programs >	
Seminars for new directors and auditors of group companies	
Marketing seminars	
Training for new supervisors (on-site supervisors and assistant supervisors)	
Training for new recruits and junior staff	
Training for employees who passed promotion examinations	
Training for employees who support small group activities	
Training for instructors of small group activities and administrative staff	
Training for Enhancing Knowledge and Technology Skills	59,900 participants
< Major Programs >	
Training for train drivers and conductors	
Training in training centers and business training centers	
Training to improve business knowledge and technology skills	
External Training	3,100 participants
< Major Programs >	
Training for management and exchanges between different industries	
Training for acquisition of various qualifications	
Training overseas and training on the ocean	
Total	95,800 participants