

Creation of a culture of safety

■ Our 5 cultures of safety

To heighten levels of railway safety, it is necessary to establish and support unwavering cultures of safety. The cultures of safety we seek is based upon accident information from the past and we learn and act upon it in mutual trust.

① A culture of proper reporting

Preventing the occurrence and recurrence of accidents through prompt and proper reporting of all accidents and incidents.

② A culture of noticing

The prevention of accidents through an awareness of the causes of accidents and the sharing of information that would prevent these causes from leading to actual accidents.

③ A culture of direct meeting and discussion

Allowing for the open and honest exchange of opinions and discussions enables us to identify the causes of accidents and to take appropriate countermeasures against recurrence.

④ A culture of learning

Continuously learning about accidents and learning from accidents and incidents, which occur in all places of work, not just in one's own workplace.

⑤ A culture of action

Safety can only be secured by taking safe actions. Think and act for yourself. This is at the core of our safety.

■ “Sangen Principle; Three Actualities Principle” as a standard for action

Accidents and incidents always occur at the Genba.* This means that the sources of accident prevention can also be found at the Genba. In order to suitably understand and rectify each accident or incident, JR East approaches safety issues with the “Three Actualities Principle” as its standard for action: actual locations, actual objects, and actual people.

* Genba: “Genba” means a field or workplace, where employees actually do their physical work in construction, production, maintenance, operation, etc., as distinguished from management or office work, in industrial sectors, such as construction and manufacturing.

■ Developing safety-related human resources

With rapid shifts between generations, the nurturing of employees who can assume major roles in ensuring safety is becoming a pressing need. JR East has assigned “Key Safety Leaders” for its field organizations and other such institutions, and “Safety Professionals” for branch offices and other such establishments to increase levels of safety.



A general meeting for “Key Safety Leaders”



An accreditation ceremony for “Safety Professionals”

■Chroniclers of Safety (Narrators of oral history)

In FY 2010, we organized a group of ex-employees of JR who possessed an abundance of knowledge and applied skills in railway safety to act as our “Chroniclers of Safety (narrators of oral history).” Currently, Chronicler of Safety Seminars are being conducted by a group of eight of these Chroniclers, hoping to pass down their accumulated experiences and skills to future generations.



The Chronicler of Safety Seminar: Commemorating the 1st anniversary of the organization

■The Challenge Safety Campaign

In 1988, we started the Challenge Safety Campaign with the aim of encouraging our employees to actively take on the challenge of further improving safety levels, rather than just passively maintaining safety. The Challenge Safety Campaign aims to increase our employee awareness and sense of safety. We intend to guide all employees to more safety-oriented behavior by having them think about and discuss safety, act upon it, and feel a sense of achievement through doing so.

■Railway Safety Symposium

Since 1990, we have held the Railway Safety Symposium for the purpose of improving each employee’s awareness of safety. In the fiscal year ending March 2011, JR East held its 19th symposium, titled “Let’s rethink why accidents and incidences keep occurring: Our efforts to fully share safety consciousness with all personnel have already begun.”



The 19th Railway Safety Symposium

■ Safety education and training

To improve the skills of train crews, accident prevention simulator training is conducted regularly in the General Training Centers in each of our branches. At the JR East General Education Center in Shirakawa City, Fukushima Prefecture, we train both drivers and conductors, and provide human resource development in the form of knowledge and technical proficiency.

The Accident History Exhibition Hall was established in the Center to emphasize the importance of learning from past accidents.



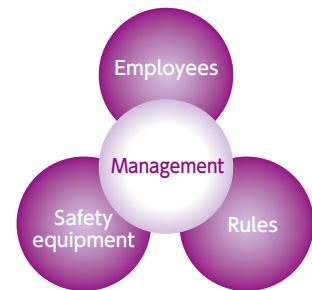
Driving cab simulator



Accident History Exhibition Hall

■ Safety management: Eliminating the causes of accidents

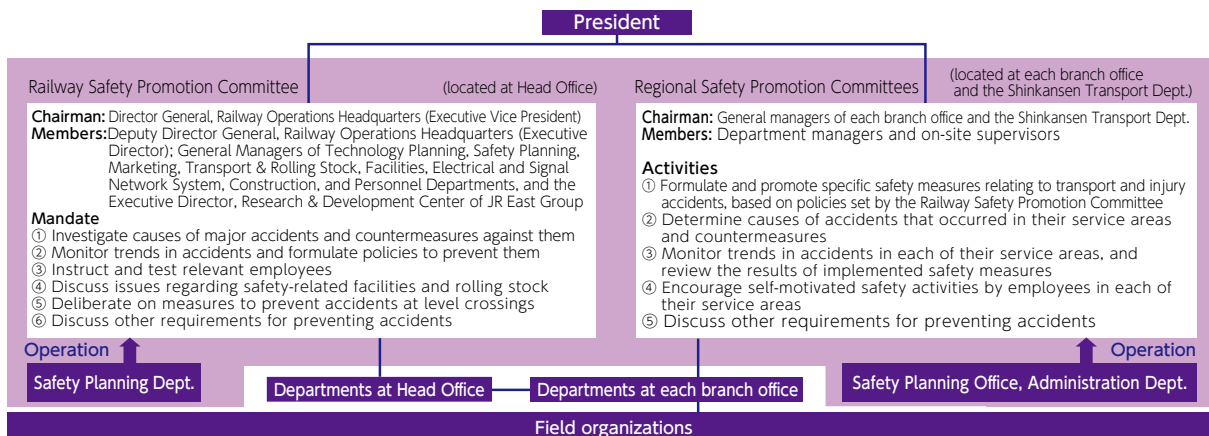
We believe that safety is ensured through management systems that synergistically link the three major factors, Employees, Rules, and Safety Equipment. JR East, together with our front-line employees, Head Office, and Group companies as a whole, is working to improve operational safety through the Railway Safety Promotion Committee, Head Office Safety Campaign, and JES-Net. The Railway Safety Promotion Committee is responsible for thorough cause investigation and taking prompt countermeasures at the occurrence of an accident. In our Head Office Safety Campaign, front-line employees and executive officers from the Head Office participate in direct discussion about safety matters. JES-Net functions to enhance our safety promotion network among Group and other related companies.



■ Railway Safety Promotion Committee

JR East has established the Railway Safety Promotion Committee at its Head Office, chaired by the Director General from Railway Operations Headquarters. The committee reviews the organization's basic policies to respond to and prevent accidents, and promotes safety measures within the railway business. There are also Regional Safety Promotion Committees at each branch office and the Shinkansen Transport Dept., chaired by the general managers of the branch offices and the department. These committees implement specific measures in cooperation with the Railway Safety Promotion Committee, and investigate the causes of accidents, implement concrete preventive measures, and promote activities to enhance safety in their service areas.

■ Safety promotion network (as of April 1, 2011)



■ Head Office Safety Campaign

JR East runs a Head Office Safety Campaign once a year. The campaign gives executive officers from the Head Office and front-line employees a chance to hold direct discussions. In the fiscal year ending March 2011, executive officers from the Head Office together with front-line employees and employees of Group and partner companies participated in heated discussions on the theme, "Pursuing ultimate safety levels across the JR East Group, aiming to completely eliminate incidents which repeatedly occur: How to comprehensively convey safety consciousness to all personnel, and how to identify the causes of railway accidents and act upon these recognitions." The campaign included inspection of nighttime maintenance work and the confirmation of our efforts and remaining issues following the start of the 2013 Safety Vision, sharing of the understanding of the current situation between front-line employees and executive officers from the Head Office.

■ Collaboration with group companies

The JR East Safety Network (JES-Net) was established in the fiscal year ending March 2005 as a safety promotion network among JR East Group and partner companies who are engaged in work directly influencing train operations.

As of April 1st, 2011, the number of companies in this network had expanded to 35. JR East is committed to improving the levels of safety throughout the JR East Group.