

Relationship with Employees

■ Demonstrating the power of human resources

In order to provide services that will satisfy customers, it is vitally important for us to create an environment where JR East’s personnel can fully exercise their abilities. Our success in enabling our people to be able to personally decide what they need to achieve and then act on their decisions will determine the future of our entire organization.

We also have to face the fact that society is in a continual state of change, and this includes both the awareness of working people and their working environments. As a result of this, we believe that JR East, as a part of the nation’s infrastructure and as an organization that aims for extreme levels of safety, must constantly respond to the motivation of all our employees as they work to meet their responsibilities, and thereby bring about improved safety and increased customer satisfaction.

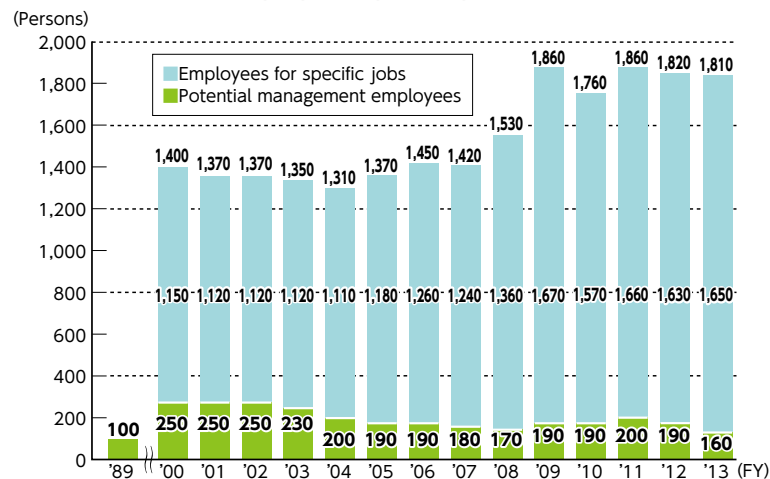
JR East continues to work to provide an environment in which all employees can enjoy their jobs while constantly striving to attain even higher goals. To that end, we are determined to face the challenge of creating a company where people grow through their work from the perspectives of how to respond to the motivation of each employee to meet challenges, how to ensure a suitable work-life balance, and how to make full use of the diversity of our human resources.

In “JR East Vision 2020”, the company advocated a strategic reform of our human resources system, aimed at the fostering of motivated young employees, the upgrading of the skills of management-level employees, the encouraging of veteran employees to pass on their technical knowledge and their skills to the next generation of employees who will shoulder the burdens of the 21st century, and the utilization and fostering of diverse human resources.

Recruiting

JR East’s main supports are the capabilities of each and every employee. Our basic philosophy is to employ people based chiefly on their personalities and abilities and then to steadily nurture them until they reach the full flowering of their abilities. Because of the large number of employees reaching retirement age in March 2013 and the constant necessity of human resources development and the transfer of knowledge and technologies to the next generation, we have recruited 1,810 new employees.

■ Number of new employees by fiscal year



Employing Persons with Disabilities

As of June 2012, 2.27% of our workforce consisted of employees with disabilities. These members of staff work alongside other employees in a broad range of positions. We further increased our ability to employ people with disabilities in April 2008, when we established JR East Green Partners Co., Ltd. which was charged with the task of promoting their employment and helping us meet our social responsibility to improve the work environment for such employees. The company was certified as a special subsidiary in May 2009.

JR East Technical Academy

In order to motivate our young employees and encourage them develop into professionals capable of playing leading roles in all fields of railway technology, in March 2009 we established the JR East Technical Academy. The 4th year class that started in March 2012 consists of 48 employees from 11 technological fields who will spend the year on leave from their regular positions in order to concentrate on technological studies at the Head Office. The program has been designed to enable participants to thoroughly learn the theory and structure of their individual professional fields as well as to provide them with a comprehensive overview of railway technologies and systems in general. Through research at universities and from practical training sessions at manufacturers, furthermore, we hope to enable all participants to acquire a broad range of knowledge.

Skills Development

The development of human resources and the steady but continuous introduction of new technologies and skills are vital to the sustainable growth of the JR East Group. Based on a perspective of nurturing quality through work, we are striving to enhance the organizational power of the Group and to develop human resources capable of shouldering the burdens of the future.

With this in mind we constantly conduct training programs at our General Education Center and in branch offices, and many kinds of seminars at our Head Office. And as part of our support for all employees to set their own challenges in regard to self-education and to thereby heighten their abilities, we offer both internal and external correspondence courses. The internal courses are aimed at the acquisition of knowledge and skills directly connected to our employees' duties, while the external courses target the acquisition of knowledge indispensable for businesspeople in terms of management know-how, qualifications acquirement, languages, and office automation.

My Project

In order to encourage our employees to face the challenges of taking the next steps in their careers, in January 2011 we upgraded our small groups and proposal activities and initiated the My Project program. This program is comprised of three aspects: self-starting, freedom of method and importance of process, with the fruit being the employee's personal growth. The project is based on the belief that the tackling of improvements in itself is an opportunity for the fostering of human resources, and, thereby, aims to nurture employees capable of thinking and acting independently.

Skills Training Centers-Develop engineers for future railways

Integral to our efforts to ensure that veteran employees pass on their technologies and skills to the next generation of technical staff, who will carry the responsibilities for railways in the future, is our establishment of skills training centers designed to support the continuity of railway-specific knowledge in individual workplaces. In our rolling stock maintenance center, for example, railway car component mockups, such as power collection equipment, door opening-closing devices, and braking equipment, have been set up, while at our facilities maintenance center, railway facilities including tracks, turnouts, platforms, overhead line equipment and signals have been installed, so training sessions can take place in virtually real environments.

By the fiscal year ending 2014, we plan to establish a total of no less than 104 skills training centers, including those that make use of existing facilities.



Skills Training Center Nanakamado

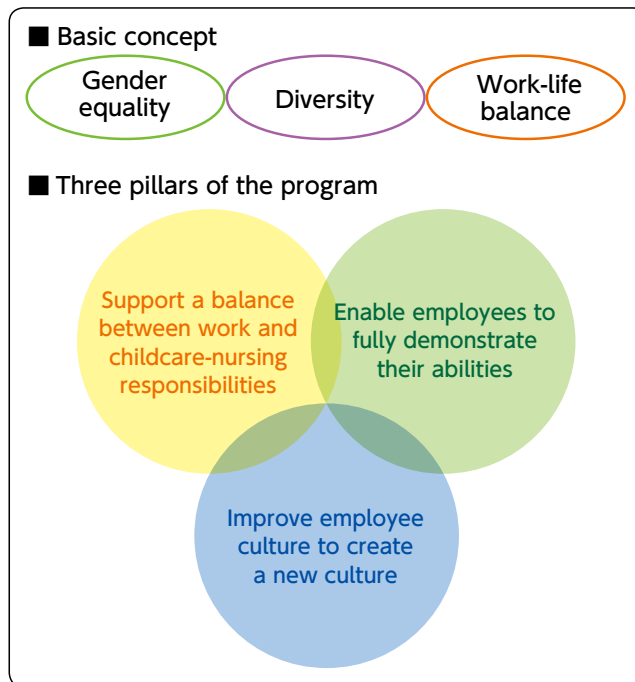
■Promotion of Diversity

JR East believes that employees who derive satisfaction from doing challenging work and who can maximize their skills are able to enhance the company's competitiveness. As an extension to the "F Program of Positive Actions", launched in 2004, we have initiated a "Work-Life Program" whose aim is to encourage all employees, both male and female, to participate independently. JR East will continue the promotion of diversity by encouraging and establishing Work-Life Program among employees.



We are encouraging employees to be well aware of Work-Life Program, by using program's nickname "Wara-Pro" and logo.

■Concept of Work-Life Program



Specifically, individual organizations hold seminars and forums and operate Male-Female Joint Participation Portal (Gender Equality Portal). They also participate in the various activities of a Work-Life network, upon which the Work-Life program in the workplace is based, with the aims of encouraging employees to revise their way of thinking and of creating a new corporate culture.



First Family Day organized by Work-Life Network at Head Office

VOICE

I want to show my younger colleagues who want to become drivers how I balance work with childcare.

I joined JR East in 2001 and became a driver in 2005 after working as a member of station staff and as a conductor. After the birth of my first and second sons in 2008 and 2010, I returned to work in October 2011. I had been on leave of absence for about three years. The mothers of some of my elder son's friends were surprised to know my situation, saying that, usually, childcare leave could be taken until the child was one year old.

I had dreamed of becoming a driver ever since I joined the company, so for me there was no question of leaving my job because of the birth of my children. My family's understanding of my feelings and its support for me, together with a workplace environment that enabled me to work as well as to care for my children, were the main reasons why I was able to continue my career. Now, I am working to a reduced schedule and can take my children to and from nursery school myself.

While on leave, I was kept informed by telephone or e-mail of the situation in the workplace, and I went there from time to time. Also, the company organized an opportunity for female workers on childcare leave to talk about anxiety and concerns about childcare and return to work and to share various information. I had two concerns associated with returning to work. One was whether I could find a nursery school near my home, and the other was the irregular work schedules for me and my husband, as he was also a driver. As members of the train crew,

we have night shifts and sometimes have to work from 5 o'clock in the morning. By comparison with couples with fixed working hours, it is more difficult for us to share housework and to take the children to and from nursery. For this reason, I was somewhat worried before I returned to work. However, I was able to overcome these concerns after returning to work. It was great. My husband and I have said many times that we shall do as much as we can, but that we shall ask our parents to help us by taking the children to and from the nursery should this become necessary. Earlier on, we had asked the company for advice on how to deal with certain problems.

The number of female drivers will continue to increase. This is why I wanted to explain to other female workers in the company how I have been



able to achieve a good balance between work and childcare. I hope that this will contribute to the creation of a workplace environment in which they will be able to return to work after maternity leave more easily than now. I shall be pleased if this explanation of how I dealt with the situation will encourage those who have similar concerns.

When I come back home from work, my sons sing a song that they have learned while playing with their friends and they read a book to me. Listening to them is really a relief for me when I am so tired. At first, I felt guilty about going to work and leaving them in a nursery. But now I feel really happy to see how my children are growing up while I am at work.

When I was told by one of the nursery teachers that my son pointed to a picture of a train in a picture book, saying, "This is Mom's train!", I felt really happy that I was able to continue doing this job. My sons are proud that their mother is a train driver.... it makes me feel that my job is rewarding.



Megumi Takemoto
Chief Driver
Miyagino Transportation
Depot, Sendai Branch Office

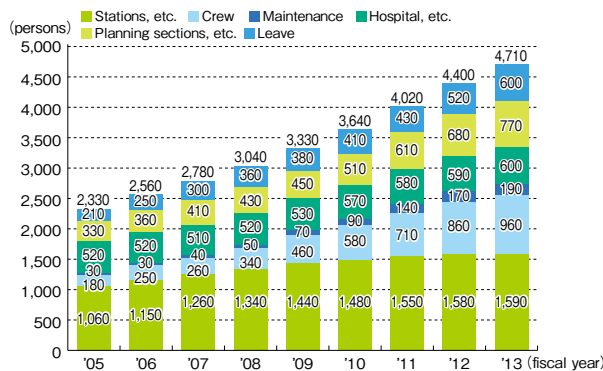
Measures taken to support the achievement of balanced work and childcare/nursing

- Extended the availability of childcare leave for one year until the child reaches three years of age (April 2010)
- Introduced a system of reduced daily working hours and increased holiday entitlement (April 2010)
- Established workplace nursery schools (two in Tokyo and one in Sendai) and a hospital nursery school (JR Tokyo General Hospital)
- Held a seminar to support the achievement of a balance between work and home life (childcare/nursing)

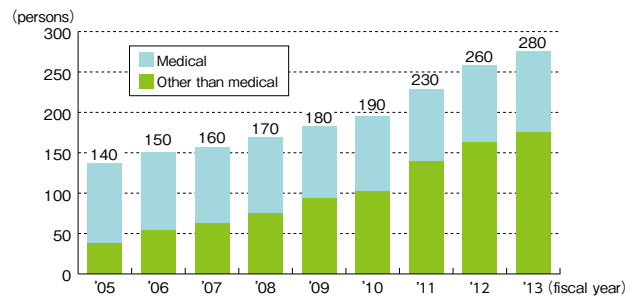


A seminar to support the achievement of a balance between work and home life (childcare)

Expansion of workplace opportunities for female employees



Changes in the number of female managers



Gender equality Forum (Female managers)

Nikkei Child-Raising Support Award

In recognition of our efforts to support the achievement of a balance of work and childcare, JR East was awarded the 5th Nikkei Child-Raising Support Award 2010, sponsored by the Nihon Keizai Shimbun. This was the first time that a transport-related business won the award.



General Business Operator Action Plan

JR East has formulated a 3rd phase action plan in line with the Law for Measures to Support the Development of the Next Generation.

Duration : April 1 , 2012- March 31, 2017

In November 2008 we were certified by the Minister of Health, Labour and Welfare as a company supporting the raising of the next generation of children.



Next-generation certified logo
(colloquially named: Kurumin)

■ Improved Work Environment

Mental Health Care

In order to maintain and improve the mental health of our employees, we believe it is vitally important for all our employees to recognize stress in their everyday lives and deal with it promptly. As a result, we are taking various support measures, such as the distribution to all employees of a pamphlet about selfcare with the aim of increasing their awareness of this issue. We have also set up a counseling service in conjunction with a JR East medical facility and, through this, respond individually to our employees' needs. In order to promote front-line care in the workplace, beginning in the fiscal year ended March 2008, we also organized training programs for on-site supervisors.

Elder Employee System

During the fiscal year ended March 2009, JR East introduced the Elderly Employee System that encourages employees who have reached retirement age to continue working for Group companies that can benefit from their individual capabilities and skills. Through this plan we hope to enable retired employees to stabilize their lives until they reach their fully pensionable ages, as well as to encourage them to continue to contribute to our Group-wide accumulation of know-how.

Human Rights Enlightenment

In order to educate our employees in the necessity of enhanced human rights, we have established human rights enlightenment promotion committees at Head Office and in regional offices.

Specifically, the activities of these committees include human right seminars for officers and employees of JR East Group and for those in charge of human rights enlightenment in organizations and Group companies. To propagate human rights awareness, they also conduct lectures on human rights enlightenment in training sessions attended by new recruits, new train crews, work-implementation managers, and new managers. Furthermore, human rights education both for our employees and for their families has been instigated through articles, spotlighting human rights problems that could occur in our environment, that appear in our newsletter JR Higashi.

We have also joined the Industrial Federation for Human Rights, Tokyo, and are conducting human rights enlightenment activities externally by sending lecturers to seminars on human rights enlightenment organized by local government, along with information exchanges and mutual enlightenment discussions with member companies of the Federation.



Human Rights Seminar



Sending Lecturers to Human Rights Seminars organized by local government, etc.

Employment of People with Disabilities

■ JR East Green Partners Co., Ltd.

JR East Green Partners, a special JR East subsidiary, was launched in April 2009 and charged with the task of overall management of uniforms used in JR East. Afterwards, the new subsidiary has taken up such additional business as printing and maintenance and management of tree planting in continued efforts to expand work opportunities for people with disabilities. In addition to organiz-

ing the employment of people with disabilities, JR East Green Partners now cooperates with support organizations and special support schools and provides work training opportunities for disabled persons wishing to secure corporate positions. By carrying out a broad range of activities, the company supports the entire Group in the fulfillment of its social responsibilities.



JR East Green Partners Co., Ltd. headquarters



Typical work scene