Special Topic 1

# Aiming to achieve "extreme safety levels"

# **Group Safety Plan 2018**

Since its foundation, JR East has been formulating five 5-year Safety Plans which place safety as our most important management issue.

This year, JR East formulated its 6th and newest 5-year Safety Plan, Group Safety Plan 2018, which endeavors to encourage each one of us to expand our capabilities in order to realize safety through team work. Each one of us involved in the railway business endeavors to improve upon the current levels of safety and to continue our challenge to achieve "extreme safety levels" across the entire group.

In Group Safety Plan 2018, together with redefining the direction we are taking as a company, we outline specific measures aimed at preventing accidents resulting from internal factors. Additionally, through our ongoing efforts to pass on technologies and promote measures to comprehensively understand the severity of accidents, we aim to further enhance safety management through the fostering of safety-conscious personnel.

In its sixth 5-year Safety Plan, JR East plans to invest approximately 1 trillion yen over the five years for safety equipment.

# Major features of Group Safety Plan 2018

### A safety plan focusing strongly on the JR East Group

The safety of JR East's railway business is firmly supported through the various coalitions and efforts of its railway employees and its Group and partner companies. Additionally, as more and more work continues to require the cooperation of the JR East Group as a whole, the sixth 5-year Safety Plan has focused more on our strength as a Group, and we have chosen the name for this plan to reinforce our unity as a group.

## **Reaffirming our directions**

As its primary goal, Group Safety Plan 2018, which is the successor to the 2013 Safety Plan, endeavors to realize zero accidents involving passenger injuries or fatalities and zero accidents involving employee fatalities (including the employees of Group and partner companies). To achieve this goal, we will focus on specific measures while targeting three directions.

#### Preventing the occurrence of all accidents due to internal factors

Through improvements to our railway operations and maintenance, we aim to prevent all accidents due to preventable internal factors. These include such accidents as those resulting from failures within the JR East Group to confirm signals or errors in maintenance work procedures.

#### Reducing the risk of accidents resulting from predictable external factors

To minimize damage from accidents due to external factors such as natural disasters, we are working to reduce risk through the planned strengthening of our railway facilities.

# Cooperating with the community to implement comprehensive measures against accidents that are closely related to society

Together with our customers and members of the local communities, we are taking comprehensive measures to counter accidents at level crossings and passengers falling onto platforms. Through the sharing of information on measures such as combining and eliminating level crossings and developing people's awareness of the risks involved in railways, we aim to implement specific initiatives which will steadily eliminate these accidents.

#### A focus on passing technologies down to new generations

As the time is rapidly approaching for many skilled veteran employees to enter into retirement, we position the next five years to be their last chance to pass on their technological abilities to their successors. We aim to take specific measures in improving our safety management by actively and deliberately passing down these technologies, and through measures to thoroughly understand the gravity of accidents.

# The four pillars of Group Safety Plan 2018

#### Pillar 1: Ingraining the cultures of safety

With the cultures of safety at the foundation of our safety measures, we aim to further ingrain this mentality in our employees.

#### Pillar 2: Improving safety management

We aim to foster safety-oriented personnel through the passing on of safety-related technologies and knowledge. Additionally, we will work on measures to comprehensively understand the gravity of accidents and the importance of minimizing human error.

#### Pillar 3: Steadily reducing risk

We aim to greatly reduce risk from accidents resulting from internal factors. Additionally, we endeavor to reduce risk from accidents due to external factors such as large scale earthquakes and other natural disasters, such as those caused by atypical weather. Furthermore, for risks from accidents closely related to society and for safety measures for places like level crossings and platforms, we will cooperate with our customers and the people of local communities to implement comprehensive measures.

#### Pillar 4: Priority improvement plan for safety equipment

In Group Safety Plan 2018, JR East plans to invest approximately 1 trillion yen in safety equipment. Specifically, we will continue our countermeasures against large scale earthquakes and those against level crossing accidents, and to further improve our safety equipment. We will install platform doors at 23 stations on the Yamanote Line and have plans and priorities for introducing them at other stations on other lines.

## **Overview of Group Safety Plan 2018**

