



# Relationship with Employees

## In order to enhance the power of human resources

The nature of our work is “to have consciousness of social duty and to act up to it” that we should support daily life of passengers and contribute to the progress of the community. In order for JR East Group to continue its sustainable growth, it is indispensable to foster professionals of each area of endeavor who think and act by themselves and are trusted by passengers and people in the community.

Therefore, in fostering human resources, we aim to enhance the power of human resources of the entire JR East Group by addressing measures to strengthen the managers’ controlling power, to succeed technologies and to foster human resources including those of the Group companies while responding to the motivation of employees.

### ■ Focused items to be implemented

	Target	Focused items to be implemented
Development of human resources	General employees	System for responding to motivations of employees
	Manager	Addressing measures to enhance managers’ controlling power
	Group companies	Enhancing power of human resources of entire JR East Group
Succeeding technologies	Employees of all generations	Implementing assured succession of technologies and skills and education for learning the nature of work

### ■ System for responding to motivation of employees

For the purpose of responding to motivation of employees and draw out their potential abilities, the “application-based trainings” are being improved, with the “Training for fostering practicing managers” being positioned at the center. The targets of this training are about 240 foreman-class employees with the purpose of fostering “managers who lead next generation.” The program is implemented in the form of training camp lasting for two and a half months at JR East General Training Center. In addition, different places for responding to motivation of employees are established, including the “Foremen’s seminar” and “Night activity seminar.”

In addition, there is a program named “Technology academy” which is similarly an application-based program for fostering engineers. The purpose of this program being to foster employees who will play a central role in the technology area in the future, and trainees are enrolled at Head Office for one year to learn railway technologies (structure, theory and basis). Furthermore, we provide opportunity for employees to address “what they want to do” with their free thinking during regular working hours, as the “My Project” program. This program is designed by upgrading former small group activities, and 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 working for personal improvement is an opportunity for the fostering of human resources, and, thereby, aims to nurture employees capable of thinking and acting independently.

After six years since its commencement, the “My Project” is leading to the expansion of “Employees who think and act by themselves,” as seen in the fact that many cases are noticed where employees addresses matters beyond the framework of workplace and job category group and have experiences that cannot be had in the course of their regular work.



Training for fostering practicing managers



Technology academy



■Addressing measures to enhance managers' controlling power

Since the essence of fostering human resources is with managers at workplaces, we strive to increase the opportunities to take trainings such as "Newly appointed field leaders training" for the purpose of letting manager-class personnel recognize the importance of fostering human resources and revitalization of workplaces. In FY2018, we place importance to strengthening the lower half of the body of manager-class personnel and are promoting to foster their subordinates by managers through daily work, by reviewing training programs implemented in the past.

■Addressing measures to enhance the power of human resources of the entire Group

Our company aims at realization of the integrated Group management and enhancement of the Group value, promoting positive human resource exchanges in terms of fostering human resources. Specifically, with such programs as the "JR East Group seminar for fostering management personnel (General Manager course and Section Manager course)" for the purpose of fostering managements of the Group companies, and "JR East Group exchange training" for the purpose of creating sense of unity among the foreman-class employees of our company and Group companies, we are proceeding with endeavors to enhance the power of human resources of the entire Group.

■Addressing measures to succeed technologies

Our company is facing a period of rapid generation change, and the succession of technologies has become an important issue to us. Therefore, we are proceeding with a countermeasure of designating employees having high level of motivation and technology to foster human resources as "Technical specialists," elderly employees as "Advisers" or "Meisters," who will take a pivotal role to overcome the issue. As part of this endeavor, we are enriching the training facilities at the "General Training Center" and "Skill Training Room" in each Branch Office in order to lead employees to understand the "essence of work" and implement practical and experience-based training at each workplace.

TICKET TO TOMORROW

Create a corporate culture that encourages taking on challenges without fear of failure

Hideei Sakai

Technical expert, Niitsu Transportation Depot, Niigata Branch

I am in charge of OJT, etc. at a section which conducts maintenance of various cars including diesel railcars, steam locomotives and diesel locomotives.

Our section has many staff members who have been with JR East for less than 10 years, and they tend to wait for instructions when they encounter work or technical hitches they have never handled. In situations like this, I believe they can better refine sensibility and gain confidence through repetition of experiences in which they for themselves and complete tasks, rather than through just being provided with answers. As a technical expert, I work to cultivate as many staff members as possible to take on everything, educating them in ways that best suit their personalities.

As new diesel railcars will be in service in 2018, we will be prepared for their maintenance. At the same time, I will try to create a workplace where everyone will be self-motivated and have a say in matters.





## Promotion of Diversity Management

We recognize that the strength of JR East lies with the diversified viewpoints and differences in values that reflect gender and other attributes, experience and skills possessed by employees and others working at the JR East Group. While not only specific employees but also all generations from young persons to veteran employees work together in mutual cooperation, we promote "diversity management" with an aim to create a company group where such diversified personnel can exert their capabilities to the fullest.

### Efforts on globalization of corporate culture

In addition to the overseas study program for obtaining MBA, etc. (about 10 persons travel overseas every year) which we have been offering for some time, "overseas experience program" (for around 100 people), in which employees are dispatched to various cities in the world (including non-English speaking countries) for three months to experience local culture through mainly learning the language while in homestay or at other facilities, is conducted. There is also "overseas railway consulting OJT training program" (for around 30 people), in which employees participate in an overseas railway consulting project centering on Japan International Consultants for Transportation Co., Ltd. for about three months. Other programs include overseas training (for about 500 people) taking place mostly in Southeast Asia, and altogether more than 600 employees are provided with opportunities to experience overseas every year. Many front-line employees participate in these overseas studies and trainings with the motivation.



OJT trainees (Myanmar)

As an endeavor to improve language skills of our employees, we are encouraging them to take the TOEIC® test at the expense of the company (once a year), and approximately over 4,000 employees take the test annually. Not only this, we have established "Challenge! Foreign Language Program," a correspondent training system, to learn Thai, Indonesian and Vietnamese, in which many employees participate and are starting to shift their attention to overseas with the language learning as starting point.

TICKET  
TO  
TOMORROW

## Welcoming guests with hospitality

### Hirohisa Suzuki

Chief Driver, Sakura Transportation Depot, Chiba Branch Office

I applied to an overseas experience program and participated in training for three months in Brisbane, Australia. After the training, I wanted to share valuable experiences with as many employees as possible and started various activities utilizing these experiences.

My activities include English and cross-cultural study sessions at work, launching a global bulletin board for posting JR East-related news on its world business development, and hosting ekinaka study sessions at stations frequently used by overseas customers. My main activities focus on welcoming overseas guests with our hospitality, omotenashi.

I hope to continue my efforts in sharing my experiences and overcoming uneasiness and increasing awareness among our employees when welcoming overseas guests. My endeavors will never end to realize the best hospitality.





### Promoting Involvement of Female Employees

Power of each single employee is supporting JR East. The fundamental attitude of JR East for its human resources lies in its wish to recruit employees chiefly based on their personal character and real ability, foster them taking sufficient time and let them sow off their abilities.

Among the measures to accomplish such target, with regard to the promotion of participation by female employees, as many employees are working under an irregular work schedule, we have positioned involvement of female employees as a key test for diversity and have been strongly pursuing such with focused efforts.

As a result of various measures centering on expanding the positions available to women, including appointment as crew, in order to realize gender equality since our establishment, all positions now have working female employees. In accordance with prolonging the careers of female employees, we will swiftly implement necessary measures with an eye to cultivate personnel capable of playing an active role in management going forward. Specifically, we have set the following targets for each stage of "employment," "development" and "appointment."



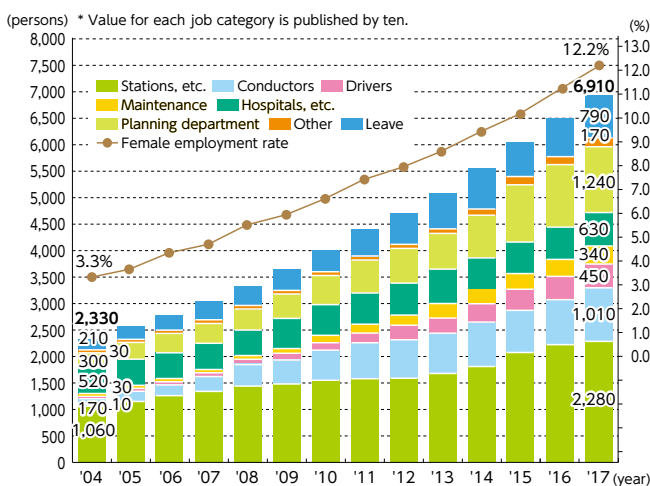
JR East was certified as an "Eruboshi" company (the highest rank, Grade 3) from the Ministry of Health, Labour and Welfare based on the Act of Promotion of Women's Participation and Advancement in the Workplace

#### Targets for promoting involvement of female employees

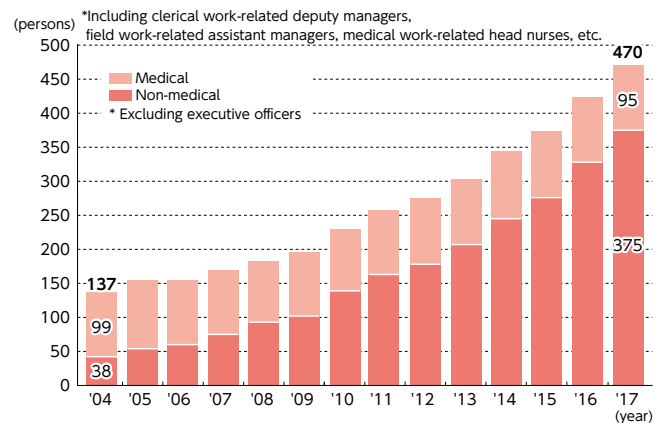
- Aim for a female new graduate employment rate of over 30% by the end of FY2019.
  - Of the recruited, aim for 40% in the rate of female employees who wish to become crew in the future.
- Develop an environment where diversified working styles are accepted and all employees can continue working with enthusiasm.
- Aim for a female manager rate of 5% by the end of FY2019.

As of April 1, 2017, the number of female employees at our company is 6,912 (12.2% of all employees) and the number of female managers is 166 (4.1% of all managers). The number of female employees occupying important positions such as deputy general managers at the head office and branch offices, supervisors of facilities in the field (station managers, etc.), and directors of group companies is on the rise. As of the end of June 2017, we have appointed one female outside director and two corporate officers.

[ Expansion of Employment Opportunities for Female Employees ]



[ Changes in Number of Female Managers Over Time ]





Safety



Society



Environment

### ■Employing Persons with Disabilities

As of June 2017, 2.45% of our workforce consisted of employees with disabilities. These members of our 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 Green Partners Co., Ltd.

JR East Green Partners, a special JR East subsidiary, was started in April 2009 and charged with the task of overall management of uniforms used in JR East. Since then, the subsidiary has begun additional business such as printing and tree planting maintenance and management, in our continued efforts to expand work opportunities for people with disabilities.

In addition to organizing 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.



Uniform sorting



Plant maintenance in collaboration with local communities

### ■Addressing measures for understanding sexual minority (LGBT)

JR East is implementing an enlightening activity for the purpose of deepening understanding of sexual minority (LGBT) in its various training programs and seminars for the Group companies, its officers, employees and other persons. Specifically, we held a lecture meeting by an outside lecturer in February and June 2017.

In the lecture meeting held in July, about 200 persons including officers and other personnel of our company and Group companies and deepened understanding of LGBT.

### ■Diversity promotion with the entire JR East Group working as one

We are addressing measures to establish corporate culture in which all people working in the JR East Group will mutually recognize the diversity, under the theme, "Creating sense of unity" in the entire JR East Group.

In addition, we have provided information for the purpose of deepening each company's endeavors in future, by holding in February 2017 the "JR East Diversity Forum," through which successful examples of each Group company were shared by all companies, and other events.

### ■General Business Operator Action Plan

JR East has formulated the "4th phase general business operator action plan" based on the "general business operator action plans" in line with the Act of Promotion of Women's Participation and Advancement in the Workplace and on the Law for Measures to Support the Development of the Next Generation.

Duration: April 2016- March 2019

In November 2008 and in August 2012 we were certified by the Minister of Health, Labour and Welfare as a company supporting the upbringing of the next-generation of children.



Next-generation certified logo ("Kurumin")





### Creation of the purpose of life

#### Various systems aiming to realize the work-life balance

As JR East thought that realization of the work-life balance will bring about a synergetic effect, it has been improving various systems.

With regard to the system to support for the achievement of balanced work and home life, based on the concept of "increasing the options for achieving the balance between work and childcare/nursing, regardless of occupation," JR East introduced "Shorter Working Hours" and "Fewer Working Days" which can be utilized for reason of "child rearing" or "nursing" in FY2011.

Besides these, we also revised programs, such as extending the availability of childcare leave to the time when the child reaches three years of age and expanding the scope of coverage of "Nursing leave" (entitled to take up to five days off a month for taking care of a child) and "Sick/injured child care leave" (entitled to take up to five days off a year for looking after a child in the event of the child's sickness or injury; ten days permitted for those with two or more children), which also applies until the child finishes the third grade of elementary school. In this manner, there is a growing range of options for ways of working during childcare/nursing periods.

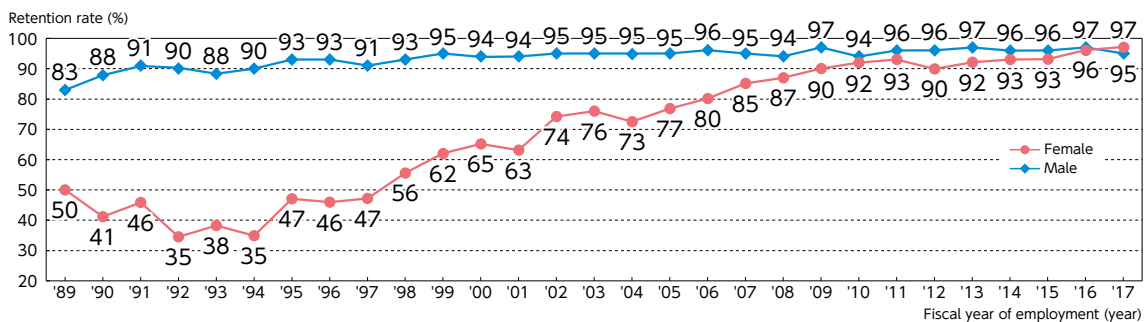
In addition, starting in 2011, we have been providing information and holding panel discussions by their seniors to employees who are in the midst of a period of a life event such as child care and nursing. From FY2014, introduction of role models and seminars to which male employees participate for operation thereof, and encourage employees taking a leave to come back early to their workplaces have been held at all the twelve Branches.



A seminar for supporting the achievement of balanced work and home life (childcare)

[ Transition of retention rate ]

As of April 1, 2017



#### Promotion of "Renovation of way of working"

In order to review the long-time labor and create environment in which diverse human resources can work at ease, our company is addressing promotion of "Renovation of way of working." Specifically, we will continue to pursue the way of working with higher productivity by promoting paperless work, reviewing scheme of meetings and materials, promotion of mobile work utilizing ICT tools, and other measures.

From now on, we will continue endeavors to enhance the quality of work, without becoming content with the current situation.

#### Networking activity

Starting in 2010, as a grassroots activity for promotion of diversity, we have been implementing networking activities in which we discuss about "diversity," "work-life balance" and other matters at each institution, in the horizontal connection beyond the framework of workplace and job category group. In addition, as a place for information exchange beyond the framework of institutions, representatives of each institution get together at Head Office to hold the general meeting there, once a year.

#### Providing information through portal website

On the in-house intranet, we established a portal website titled "Diversity Commu" as a place for two-way communications among employees in April 2013.

This website has been used for not only the said two-way communications but also transmission of various sorts of information related to promotion of diversity, including top comments about the same theme.



Safety



Society



Environment

### ■ Consultation Desk for Diversity

In February 2017, we opened the "Consultation Desk for Diversity" as a system for providing individual consultations including those about carrier support and support for the achievement of balanced work and childcare and nursing to employees in need including those with disabilities, those having foreign nationalities and sexual minority (LGBT).

### ■ Elder Employee System

During the fiscal year ended March 2009, JR East introduced the Elder 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. This is done by approximately 80% of the eligible employees.

This plan enables retired employees to stabilize their lives until they reach their fully pensionable ages, as well as encourages them to continue to contribute to our Group-wide accumulation of know-how.

## To Improve Working Environment

### ■ Health Management

Our company implements measures for employees' health enhancement with medical staff playing a central role at JR East Health Promotion Center, JR Sendai Hospital Health Management Center and other seven railway staff health checkup centers.

In February 2017, such endeavors were evaluated, and our company was designated as a "Company with Excellent Health Management (White 500)," that is jointly implemented by the Ministry of Economy and Industries and Tokyo Stock Exchange.



#### Promotion of Health Measures

In order to maintain/promote health of employees, we are taking the following healthcare measures in addition to comprehensive medical examinations (for employees at 35 years of age or over)

- Influenza vaccination (FY2017: vaccination rate of 78%)
- Gynecological exams for women under 35 years old aiming for breast cancer and uterus cancer examinations (Application rate in FY 2018: 52.9%)
- Special health checkup/special health guidance as lifestyle diseases prevention (FY2016: implementation rate: 44.8%)

In addition, for employees in need of medical examination at a medical institution, we provide support their health in cooperation with JR Tokyo General Hospital and JR Sendai Hospital.

#### 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 well as for the managers to take appropriate actions. Therefore, we are taking various support measures, such as the distribution to all employees of a booklet titled "Kokorono Self-care" about self-care to increase their awareness of this problem. 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 onsite supervisors. In addition, following the partial amendment of the Industrial Safety and Health Act, we offer a stress check to all employees starting from FY2017 to grasp the amount of mental stress employees are under.

### ■ Human Rights Enlightenment

In order to educate our employees in the necessity for enhanced human rights, we have established a human rights enlightenment promotion committee in the Head Office.

Specifically, the activities of this committee include human rights 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, it also conducts 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 promoted through articles spotlighting human rights problems that could occur in our environment that appear in our newsletter, and also, a consultation desk is established in the company for providing consultations related to human rights.

We have also joined the Industrial Federation for Human Rights, Tokyo, and are conducting human rights enlightenment activities externally along with information exchanges and mutual enlightenment discussions with member companies of the Federation.



Human Rights Seminar



Safety



Society



Environment

## Column In preparation for Tokyo 2020 Olympic and Paralympic Games

In June 2016, JR East entered into the Tokyo 2020 Olympic and Paralympic Official Partner Agreement (for Passenger Rail Transportation Services) with Tokyo 2020 Olympic and Paralympic Games Organizing Committee.

As a Tokyo 2020 official partner and also as a corporation whose business area in East Japan area, JR East will take various measures to support smooth operation of the Tokyo 2020 event as well as to increase momentum toward the opening of the games.

In addition, we consider it is what JR East is supposed to be as a corporation which satisfies the expectation of the community to continue endeavors so that those will become sustainable "legacy" even after 2020 to both the regional community as well as JR East and will not become mere temporary affair.



Press conference for announcement of agreement with JR and Tokyo Metro

### ■ JR East 2020 Project

#### Pillar of initiatives I

##### Helping to ensure that the Games proceed without issues

- Provide safe and reliable railway infrastructure that is barrier free
- Provide information to facilitate usage and provide comfortable passenger rail transportation services

#### Pillar of initiatives II

##### Contributing to the growing enthusiasm surrounding the event

- Stimulate tourism with a view to restoration of the (Tohoku) disaster area
- Realize regional revitalization in eastern Japan
- Enhance the appeal of the Tokyo metropolitan area by upgrading large-scale stations
- Advance diversity
- Contribute continuously to local communities through support for sport



Improvement of a station (Harajuku)



Participation in related event (Japan Walk in SENDAI 2017 Spring)



Regional revitalization in collaboration with the "Economic Community Conference on Olympic and Paralympic Games, etc."



Promotion of diversity (Experiencing Paralympic sports)

### TICKET TO TOMORROW - Future tickets to all people -

This is a communication slogan aiming to continue to satisfy the expectation of our passengers by providing quality services in all business fields and to succeed "legacy" to communities and JR East Group in and after 2020, as JR East Group.

Under the slogan, all employees working in our Group will continue to challenge toward their new possibility.

未来のキップを、  
すべてのひとに。

TICKET  
TO  
TOMORROW