

Workplace that Motivates Employees

JR East is striving to create a “Workplace that motivates employees” so that each one of the Company’s 74,000 employees can bring his or her own abilities into full play. We have implemented a series of training programs matched to the employee age distribution and the type of job, and have a well-organized system to promote “Personnel training suitable for the 21st century.” In addition, we are in the process of creating an independent and lively workplace by supporting “small group activities” and “activities suggested by employees” for work improvement.

Training system

JR East has established a variety of training systems to assist employees in the development of their abilities. In particular, the “JR East General Education Center” (opened in April 2000) can accommodate 1,200 persons per day, and provides employees with a variety of opportunities for training, including training for crew staff.

Group training

JR East has introduced various training courses at the group’s facilities. These venues include the JR East General Education Center, each branch office’s training facilities, general training centers, and business training centers. We conduct safety and accident prevention training that is the base of rail operations, as well as training to enhance the standard of services and management.



JR East General Education Center

Correspondence training

As part of education for personal growth, we have started providing outside correspondence courses, so that employees can acquire general culture and qualifications, and in-house correspondence programs that covers railway businesses and services.

Training outside the company

To assist staff to gain a broad perspective and cultivate a rich sensibility, which are essential attributes of any successful business person, JR East strongly encourages employee participation in training outside the company, such as management school, various open seminars, training on the ocean, training overseas, and assignment to domestic universities.

Training Categories	Fiscal 2000	Fiscal 2001
Training for Human Resource Development Outline of main training - Seminar for new directors and auditors of group company - Marketing seminar - Training for new supervisors (on-site supervisors and assistant supervisors) - Training for new recruits and junior staff - Training for successful applicants of promotion examination - Training for those who support small group activities - Training for instructors of small group activities and administrative staff	28,600 people	27,400 people
Training for Upgrading Knowledge and Technologies Outline of main training - Training for train drivers and conductors - Training in training centers and business training centers - Training to strengthen business knowledge and technology	56,700 people	60,500 people
Training Outside the Company Outline of main training - Training for management and communication exchanges between different industries - Training for acquisition of various qualifications - Training overseas and training on the ocean	4,200 people	3,500 people
Total	89,500 people	91,400 people

Training conducted in fiscal 2001

Small group activities and proposal activities

JR East endeavors to support and popularize small group activities and activities suggested by employees that lead to the revitalization of the workplace, ability development, and work improvement. In fiscal 2001, about 6,400 circles and about 33,900 employees participated in such activities. These autonomous activities and positive activities suggested by employees inject vitality into JR East's corporate culture.



Presentation of small group activities

Expansion of women's work opportunities

Pursuant to the revised "Equal Employment Opportunity Law" that came into force in April 1999, JR East has taken steps to address the equal treatment of men and women workers in its operations. This covers the areas of employment, assignment, and promotion. In particular, after the regulations for late night were annulled with the revision of the "Labor Standards Law," the areas in which women are able to work have expanded steadily. For example, some women now work in the "Midori-no-madoguchi" (reserved-seat ticket office) where everyone is obliged to work under rigid conditions including an all-day-night shift system (formerly, it was difficult for women to work in such a shift), and they can now also work as train drivers and conductors.

As a result, in April 2002, the number of women employees was about 1.3 times higher than it was before the enactment of the revised Law (in March 1999).

Internships

JR East advertises for "Interns" to be selected from among university juniors, first year graduate students, and fourth year students at technical colleges. We accept applicants who are interested in the business and technology of JR East or who want to gain some practical experience in a major field in a school setting or test their own skill. We arranged an educational schedule covering the last ten days of August 2002 so that they could receive training in business practices in 12 fields, including financial, legal affairs, marketing, and rolling

stock. (Some new programs will be introduced in September 2002.)

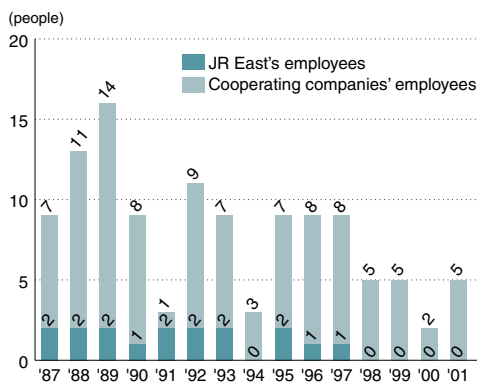
Note: This program is not related to the hiring of new graduates.

Industrial accidents

Trends in the number of accidents at work

Based on the "Safety Plan 21," JR East has worked continuously to prevent accidents at work by promoting a policy, the "Challenge to Greater Safety." To our regret, in fiscal 2001, five employees of cooperating companies were victims of fatal accidents. We make unceasing efforts to prevent industrial accidents.

Trends in the number of fatal accidents among JR East's employees and cooperating companies' employees

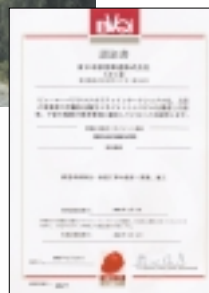


Acquisition of OHSAS 18001 Certification

In March 2002, JR's Oi Workshop obtained a "first" for any railway company, OHSAS 18001 Certification,* which means the company has met internationally recognized standards for its occupational health and safety management system. We aim to enhance health and safety standards even further by continuously improving this system.



JR East Oi Workshop



OHSAS 18001 Certificate obtained by Oi Workshop

*OHSAS18001 :
O (Occupational),
H (Health),
S (Safety),
A (Assessment),
S (Series),

The OHSAS 18001 requires compliance with 58 items, including having an acceptable "Policy for occupational health and safety" and "Systems and responsibility" that are essential for the management of occupational health and safety.