

## What is our personnel management?

JR East strives to create a motivating workplace where each employee is able to make full use of his/her abilities. Emphasis is on safety and providing a strong sense of accomplishment, especially in terms of the many simple, repetitive and sometimes dangerous tasks that make up the railway business. To this end, we have inaugurated a number of human resource development programs, and encourage small group activities that foster a corporate climate in which employees take the initiative to create cheerful, transparent workplaces.

### Pursuing workplace safety

In FY 1999 we began our five-year Safety Plan 21, which addresses both customer safety and preventing on-the-job accidents. Specifically, we automate certain tasks and continually review procedures in order to make them safer.



Rail-based heavy machinery makes aerial work safer

### Aiming for zero on-the-job accidents

To great regret, three employees of contracting companies were victims of fatal accidents in FY 2002. The entire JR East Group is united toward preventing on-the-job accidents through our policies outlined in Safety Plan 21 regarding zero accident fatalities or injuries for customers personnel.

### Acquisition of OHSAS 18001 Certification

In March 2002, JR East's Oi Workshop was the first railway company in the world to be awarded the OHSAS 18001 Certification, meeting international standards for its occupational health and safety management system. In May 2003, our Omiya Workshop also obtained the JISHA-type OSHMS Certification. We plan to continue improving these systems over time and advance health and safety standards to even higher levels.

### Creating motivating workplaces

To create workplaces where each employee is motivated to do his or her best, we must not only ensure the work is safe, but also provide an environment where each individual can take advantage of broader knowledge and experience. For instance, by using open counters at manned ticket wickets, installing vending machines that sell reserved seat tickets and implementing *Shinkansen* fare-collection systems, station staff is more available to provide directions and other services to elderly passengers or those who need help.

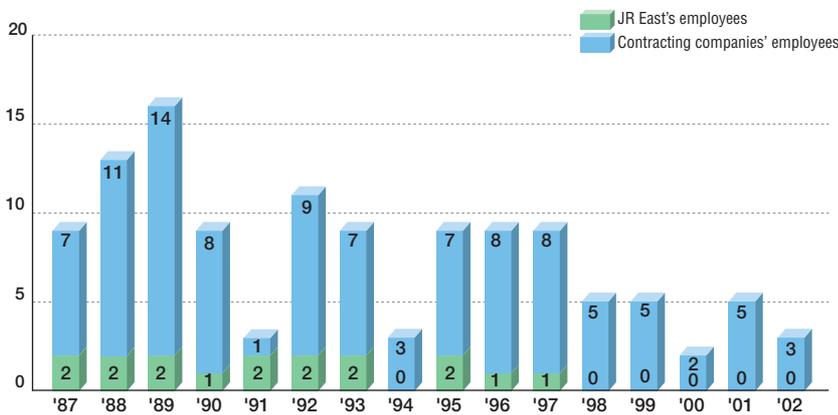
### Shortening working hours

Systematization and mechanization improve productivity and allow us to shorten working hours. The average JR East employee worked 1,830 hours in FY 2002, approximately 360 hours less than in the year the company was founded in 1987.

### Expanding opportunities for female employees

JR East systematically treats men and women as equals in terms of general human resources management. However, many tasks in the railway business are long regarded as tough for women to perform, which has limited their employment opportunities. When revisions of *Equal Employment Opportunity Law* went into effect in April 1999, JR East began improving some of its employment system. Under the old *Labor Standards Law*, women were restricted from certain late-night work. Since the regulation was lifted many opportunities for female employees have opened up at JR East. For example, they can now be employed in reservation offices where rotating shift work and are eligible to work as train conductors and drivers. As a result, we now have 35% more female employees than we had before the law revised.

Number of fatal accidents among JR East's employees and contracting companies' employees



Female personnel now work as train conductors and drivers

## Employment of people with disabilities

JR East realizes its social responsibility to employ people with disabilities. As of June 2003, the handicapped accounted for 2.12% of our work force. Government regulations concerning passenger safety, however, make many jobs in the railway industry unsuitable for the disabled. Still, in an effort to integrate the disabled into society, we take into consideration the type and degree of handicap, and provide appropriate employment whenever possible.

## Time-off for community service

In FY 2003, JR East introduced a program encouraging employees to take paid time off from the company to work on community service projects. Participating in volunteer activities gives employees the opportunity to refresh body and mind, and broaden their understanding of the local community in ways that staying in the workplace or at home cannot. JR East regards that allowing time off for personnel to volunteer for community service is another way of contributing to overall social welfare.

## Training opportunities

JR East has established a variety of training systems to help employees develop their skills.

### Periodic group training

JR East offers seminars at the JR East General Education Center, each branch office's training facilities, general training centers and business training centers. We conduct railway-specific education on safety and accident prevention, as well as provide training to enhance management and service standards.



JR East General Education Center in Shirakawa City, Fukushima Prefecture

### Correspondence courses

As part of education for personal enrichment, we have begun sponsoring outside correspondence courses. These provide employees with opportunities to expand general culture awareness, as well as earn specific qualifications. We also provide in-house correspondence programs that deal with the railway business and services.

### Outside training

To help staff members broaden their perspectives and develop their abilities, JR East strongly encourages employees to pursue further outside training. This could include enrolling in business management school, attending seminars and study programs, training overseas, or taking courses at colleges or universities.

#### Training conducted in FY 2002

Training Categories	
<b>Trainings for Human Resource Development</b> ····	33,600 participants
<Training overview>	
Seminars for new directors and auditors of group companies	
Marketing seminars	
Training for new supervisors (on-site supervisors and assistant supervisors)	
Training for new recruits and junior staff	
Training for those who passed promotion examinations	
Training for those who support small group activities	
Training for instructors of small group activities and administrative staff	
<b>Trainings for Upgrading Knowledge and Technologies</b> ····	51,900 participants
<Training overview>	
Training for train drivers and conductors	
Training in training centers and business training centers	
Training to strengthen business knowledge and technology	
<b>Trainings Outside the Company</b> ·····	3,200 participants
<Training overview>	
Training for management and communication exchanges between different industries	
Training for acquisition of various qualifications	
Training overseas and training on the ocean	
<b>Total</b> ·····	88,700 participants

## Education on human rights

JR East has formed human rights committees at corporate headquarters and each branch office. These committees, as stipulated in our *Basic Policy on Human Rights*, represent an effort to protect and enhance the human rights of all employees.

To be more specific, at our headquarters and branch offices, we conduct human rights training seminars suited to respective occupations such as for new employees, conductors, on-site supervisors, assistant supervisors, etc. We also publish articles on human rights development in our corporate journal, *JR Higashi*, which is delivered for employees and their families. In terms of outside activities, JR East has joined the *Corporate Conference on the Advancement of Human Rights*, a human rights organization devoted to information sharing and mutual advancement that links corporations across the major prefectures.

## Corporate internship programs

JR East offers internships to university juniors, first-year graduate students and seniors at technical colleges. We choose candidates interested in JR East's business and technology, those who practical experience in academic fields, or those wishing to test their skills in the real world. In FY 2002, we offered 10-day internships to 60 students concerned with business practices in 12 fields including investor relations, legal affairs, marketing, rolling stock, and electricity. "I was able to work in the field and learn about JR East technology," said one intern. "You can't get this kind of knowledge in the classroom or from textbooks." Although we offer internships in 12 fields, we plan to expand the program to cover 20 fields in FY 2003.