

Creating a favorable work environment

JR East will continue to strive to achieve a corporate system that respects the varied lifestyles of all our employees with the goal of providing a working environment in which all employees can enjoy their work and constantly strive to attain higher goals.

Human resources recruitment and employment

Human resources recruitment Basic concept of personnel affairs

In "JR East Vision 2020 – i do mu –,” JR East advocated the upholding of our efforts to foster motivated young employees, nurture the development of management-level employees, encourage veteran employees to pass on their knowledge of technologies and their skills to the next generation of employees who will shoulder the burdens of the 21st century, utilize and foster diverse human resources and instigate a strategic reform of our personnel system.

Recruitment

For several years, JR East annually hired an average of 1,400 new recruits. In fiscal ending March 2009, however, due to the large number of employees reaching retirement age and taking into consideration the necessity of passing on knowledge and technologies, we recruited 1,910 new employees.

Employing persons with disabilities

Believing the employment of people with disabilities to be an important social responsibility, JR East has actively recruited them, and as of June 2008, they accounted for 2.18% of our workforce. In April 2008, we established JR East Green Partners Co., Ltd., a special subsidiary charged with the goal of promoting the employment of handicapped people, and we will continue to strive to ensure their employment in a broad range of fields.

Human resources development

Turning human resources into human assets

In order to nurture independently minded employees who can not only perform their designated duties but also take on challenges at their own initiative, JR East is actively developing human resources based on the principles of improving technological and management capabilities, providing better services from customer perspectives, furthering the pursuance of safety and security, and developing the next generation of management.

Small groups and proposal activities

JR East encourages employees to voluntarily raise issues, form small groups to find solutions, and thereby make improvements. In fiscal ended March 2008, for example, approximately 35,000 employees belonging to approximately 5,200 small groups participated in such activities.

Proposal activities which solicit ideas and opinions on improvements concerning employee tasks are also very actively carried out. In fiscal ended March 2008, approximately 570,000 proposals, around 11 proposals per employee, were made.

Skills development

Besides offering a wide range of training programs relating to safety, service, and management at the JR East General Education Center and branch office training facilities, we also provide external correspondence courses to support employees learning of general knowledge and to enable them to earn specific qualifications. We also offer internal correspondence programs on railway business subjects as part of our effort to develop our personnel.

In order to assist our employees in broadening their perspectives, we also provide many opportunities for them to voluntarily take part in programs designed to develop their capabilities,



Driver training using a simulator

including public seminars, ship-board training, and courses at domestic colleges or universities. In fiscal ended March 2008, a total of 92,800 employees participated in such training programs.

Furthermore, in 2000, our corporate venture system was renamed J-Tomorrow and is now working to revitalize various fields, such as finding and fostering human resources and expanding our lifestyle services businesses.

Favorable work environment

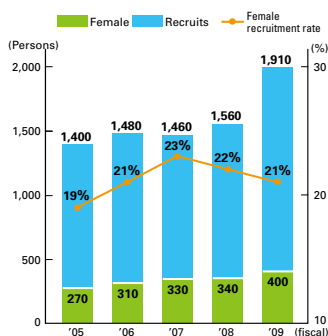
Beyond the barrier of age and sex

Since the amendment of the Equal Employment Opportunity Law in 1999, JR East has actively implemented measures to employ more females and expand their scope of employment. In April 2004, the F Program was inaugurated to develop an environment where female employees can fully demonstrate their abilities. Under the auspices of the F Program, efforts are also being made to improve systems that support a balance between work and childcare, and to improve our corporate culture for female employees. In October 2007, furthermore, the Gender Equality Group was set up within the Personnel Department with the goal of improving gender equality, and various measures, including the holding of a number of forums, are now being taken with the goal of opening up more positions for female employees.

The F Program

The percentage of females among total new hires has constantly exceeded the target level of 20% since fiscal ended March 2006, and in fiscal ending March 2009, we hired 400 women. Furthermore, the range of positions they can choose from is expanding steadily, and as of April 2008, our 3,330 female employees included 90 train drivers, 390 train conductors, several Group company managers, and others in equally important positions.

■ Number of new recruits and the female recruitment rate



Five pillars of the F Program

- 1 Expand the number of female recruits and their work opportunities to play an active role
- 2 Enhance systems for supporting a balance between work and childcare
- 3 Increase the number of women in management positions
- 4 Improve workplace culture and atmosphere
- 5 Improve the self-esteem of female employees

Childcare and nursing care leave

At JR East, 155 employees took childcare leave in fiscal ended March 2008; 11 of them were male employees. Since the introduction of the system, a total of over 70 male employees have benefited from this system. For nursing care, a system is

now in place where up to one year of leave can be taken; this far exceeds the legal requirement of 93 days. In fiscal ended March 2008, 32 people benefited from this system.

Mental healthcare

In order to maintain and improve the mental health of our employees, we distributed pamphlets promoting self-care to all employees. Training programs for on-site supervisors were also launched and 785 supervisors participated in fiscal ended March 2008.

Cafeteria flexible benefits plan

The Cafeteria Plan offers a variety of low cost "menus" including life support, gourmet and childcare support. Following its launch in October 2005, it was expanded to include Group company employees in July 2007.

Senior citizen employment

JR East has introduced the Elder Employee System under which the individual capabilities and skills of retired employees may be utilized in Group companies.

Raising employee awareness of human rights

JR East is constantly striving to raise awareness of human rights among all employees by establishing Human Rights Committees, providing training programs and publishing newsletters.

VOICE ● From the frontlines of gender equality



Achieving a good balance between being a mother and an assistant manager

Yasue Kubo
Assistant Manager,
View Plaza, Takasaki Station,
Takasaki Branch Office

Even though I have a seven-year-old child, I am still able to work vigorously every day as an assistant manager with the goal of creating a center that does not keep customers waiting and that can be used comfortably. I feel that the concept of childcare leave and other aspects concerning female employees are being accepted companywide, and that awareness and acceptance of JR East's F Program is steadily increasing.

What I always keep in mind as a manager is the necessity of always actively communicating with my staff at work. If we do so, a climate that allows us to call on and support each other can be established, and that in turn leads to teamwork throughout the entire workplace. It is difficult to achieve a balance between childcare and work on one's own, and that is why we should not forget to feel gratitude for people around us and do our best in any given environment. With this as my philosophy, I would like to continue to face the challenges of the job.

Actually feeling the support of people around you

Kentarō Shibamoto
Chief, Sales Section
Marketing Department
Tokyo Branch Office



Because I have twins who, at eight months, still demand a lot of care, I chose to take childcare leave in order to support my wife who went back to work. Although I am constantly busy with my childcare duties and housework, I am also spending a fruitful time which I probably will not often be able to experience. Because of my superior who talked with me when I was hesitating about taking childcare leave, a senior colleague whose advice eased my anxiety about taking a leave of absence from work, and my colleagues who were considerate of my position and keep me informed of what is happening in the workplace, I realize that I am being supported by all the people around me and I feel deeply grateful. I sense that an environment that supports employees who are trying to achieve a balance between work and childcare is growing in the workplace. I believe that to achieve a good balance between work and childcare, thorough management of one's own schedule and the building up relationships of trust with those around us are important.