

Relationship with Employees



Demonstrating the power of human resources

In order to provide services that will satisfy customers, it is vitally important for us to create an environment where JR East's personnel can fully exercise their abilities. Our success in enabling our people to be able to personally decide what they need to achieve and then act on their decisions will determine the future of our entire organization.

We also have to face the fact that society is in a continual state of change, and this includes both the awareness of working people and their working environments. As a result of this, we believe that JR East, as a part of the nation's infrastructure and as an organization that aims for extreme levels of safety, must constantly respond to the motivation of all our employees as they work to meet their responsibilities, and thereby bring about improved safety and increased customer satisfaction.

JR East continues to work to provide an environment in which all employees can enjoy their jobs while constantly striving to attain even higher goals. To that end, we are determined to face the challenge of creating a company where people grow through their work from the perspectives of how to respond to the motivation of each employee to meet challenges, how to ensure a suitable work-life balance, and how to make full use of the diversity of our human resources. In JR East Vision 2020, JR East advocated the following goals: the fostering of motivated young employees, the upgrading of the skills of management-level employees, the encouraging of veteran employees to pass on their technical knowledge and their skills to the next generation of employees who will shoulder the burdens of the 21st century, the utilization and fostering of diverse human resources, and the instigation of a strategic reform of our human resources system.

Human resources recruitment and employment

Recruitment

JR East's main supports are the capabilities of each and every employee. In regard to human resources, it is JR East's basic philosophy to employ people based chiefly on their personalities and abilities and then to steadily nurture them until they reach the full flowering of their abilities. During the fiscal year ending March 2010, due to the large number of employees who reached retirement age and in consideration of the necessity of human resources development and the passing on of knowledge and technologies, we are recruiting 1,800 new employees.

Employing Persons with Disabilities

As of June 2009, 2.24% of our workforce consisted of employees with disabilities. These members of 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.

Human resources development

JR East Technical Academy

In order to motivate young employees to develop into people who can take core roles in development of railcars, facilities and other fields of railway technology, in March 2009 we established the JR East Technical Academy. The inaugural class consists of twenty-four employees who will leave their workplaces for a year to concentrate on technological studies at Head Office. The programs have been designed to enable the participants to thoroughly learn the theory and structure of individual professional fields as well as to enable them to acquire a comprehensive overview of railway technologies and systems. Furthermore, through the course's seminar format, we hope to foster their development into problem-solving engineers who can think for themselves.

Skills Development

Through its General Education Center and network of branch office training facilities JR East provides a wide range of training programs relating to safety, service, technical upgrading, and management. As part of our effort to promote a willingness for self-education in our employees, we offer external correspondence courses designed to increase our staff members' general knowledge and to enable them to earn specific qualifications, as well as internal correspondence programs that assist them in the acquisition of specialized knowledge.

Small Groups and Proposal Activities

JR East encourages its employees to voluntarily raise issues, form small groups to find solutions, and make improvements by utilizing their abilities and by providing mutual help. Approximately 35,900 employees belonging to about 5,300 small groups currently participate in such activities. Proposal activities that solicit ideas and opinions on improvements concerning employee tasks are also very actively carried out. These voluntary activities are one of JR East's most significant driving forces.

Favorable work environment

Promotion of Workplace Gender Equality Plan

Five years after we introduced the F Program with the aim of creating a better working environment for female employees, it has achieved definite results, so we are now promoting the Work-Life Program as its latest stage.

JR East intends to become a company where diverse human resources can fully demonstrate their abilities and achieve their work responsibilities as well as regarding their careers as satisfying and rewarding.

We are currently working on numerous gender equality measures including the development of a work system that, regardless of job type, facilitates a balance of work and childcare, Gender Equality Working Group activities through public soliciting, the holding of forums for achieving gender equality in the workplace, and the operations of our gender equality portal site on our intranet.

Work-Life Program

Three pillars

- Support a balance between work and childcare-nursing responsibilities
- Enable employees to fully demonstrate their abilities
- Improve employee awareness and corporate culture

Basic concept

- Gender equality
- Diversity
- Work-life balance



Second phase Gender Equality Working Group

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Acquisition of Next-Generation Certification Mark

JR East has formulated and implemented an action plan required by the Law for Measures to Support the Development of the Next Generation. In November 2008 we were certified by the Minister of Health, Labour, and Welfare as a company actively taking measures to support the development of the next generation of employees and thus acquired the Next-Generation Certification Mark, "Kurumin." We will continue to steadily implement initiatives to achieve gender equality through such activities as the provision of childcare support and other means that will bring about a better working environment for all employees, whether male or female.

**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 a result, we are taking various support measures, such as the recent distribution to all employees of a pamphlet about self-care with the aim of increasing their awareness of this issue. 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 line care in the workplace, beginning in the fiscal year ended March 2008, we also organized training programs for on-site supervisors in which a total of 1,000 supervisors have participated to date.

Elder Employee System

In the fiscal year ended March 2009, JR East introduced the Elder Employee System that enables many employees who have reached retirement age to continue working in Group companies that can benefit from their individual capabilities and skills, thus enabling them to continue to contribute to the Group-wide accumulation of know-how.

Consciousness Enlightenment about Human Rights

We are constantly striving to raise the human rights enlightenment among all JR East and Group company employees through the establishment of human rights committees, the provision of training programs and the publishing of newsletters.

From the Front Line of Technology and Knowledge Transmission - Establishment and Utilization of Training Facilities

In April 2008, JR East established the Yokohama Branch Office Shonan Facilities Training Center, located between Ofuna and Fujisawa on the Tokaido Line. Nicknamed Shonan-kun, the new training facility is equipped with an actual level crossing, a turnout, signal circuits, and ATS; trainees have more opportunities to directly experience inspection and repair tasks and experienced workers can teach them JR East's technologies. The training curriculum includes inspection and adjustment, equipment exchange, and the restoration of services after transport disruptions, which will lead to a decrease in equipment problems and a reduction in the time required for restoration of services after disruptions. Similar facilities have been installed and utilized in other branch offices with the goal of disseminating technologies and knowledge.



Training on wiring for equipment controlling signal devices



Training on exchanges of motors that move points at turnouts