

Relationship with Employees



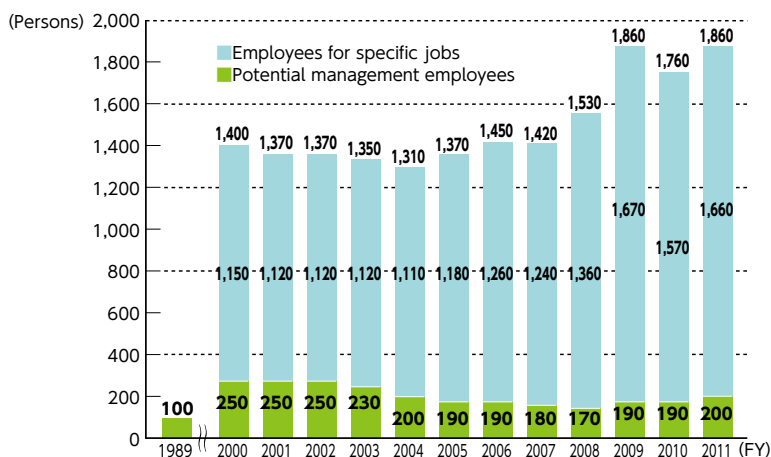
Demonstrating the power of human resources

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.

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 2011, 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 1,860 new employees.

■ Number of new employees by fiscal year



Employing Persons with Disabilities

As of June 2010, 2.47% 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.

JR East Technical Academy

In order to motivate our young employees and encourage them develop into professionals capable of playing leading roles in all fields of railway technology, in March 2009 we established the JR East Technical Academy. The second year class consists of 29 employees from 10 technological fields who will spend the year on leave from their regular positions in order to concentrate on technological studies at the Head Office. The program has been designed to enable participants to thoroughly learn the theory and structure of their individual professional fields as well as to provide them with a comprehensive overview of railway technologies and systems in general. Through research at universities and from practical training sessions at manufacturers, furthermore, we hope to enable all participants to acquire a broad range of knowledge.

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 37,000 employees belonging to about 5,600 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.

Promotion of Workplace Gender Equality Plan

Promotion of Work-Life Program

Throughout the JR East Group we have been actively promoting the betterment of the working environment for women and striving for the achievement of a work-childcare balance. With the goal of further promoting workplace gender equality, in July 2009 we instigated the Work-Life Program as part of our effort to become a company in which all employees can fully demonstrate their abilities in a work atmosphere they regard as rewarding. In particular, we have been working on the provision of support for the achievement of balanced work-childcare and work-nursing care levels, as well as instigating forums aimed at the achievement of workplace gender equality, and the operation of the gender equality portal site on our intranet.



Second phase Gender Equality Working Group

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

Measures taken to support the achievement of balanced work and childcare/nursing

- Extended the availability of childcare leave for one year until the child reaches three years of age (April 2010)
- Introduced a system of reduced daily working hours and increased holiday entitlement (April 2010)
- Established workplace nursery schools (Shinjuku, Sendai*) and a hospital nursery school (JR Tokyo General Hospital)

*Sendai Scheduled to open in autumn 2010

General Business Owner Action Plan

JR East has formulated a 2nd phase action plan in line with the Law for Measures to Support the Development of the Next Generation (formulated in October 2008, revision notification submitted in March 2010).

■ Action Plan

Duration: October 25, 2008–March 31, 2012 (revision notification submitted in March 2010)

【Basic Policy】

JR East's goal is to become a company in which diverse human resources can fully demonstrate their abilities and achieve their work responsibilities while benefiting from satisfying and rewarding careers.

Target 1: Introduce a new program that remains one step ahead of regular positive action measures within the scheduled period, and implement measures and information provision aimed at the achievement of workplace gender equality.

Target 2: Further enhance the system that supports improved work-childcare and work-nursing care environments within the scheduled period.

Target 3: Establish and operate workplace nursery schools within the scheduled period.

Target 4: Actively expand and enhance nursery schools near stations and other childcare support facilities with the goal of increasing the social participation of women and engendering a diversification of lifestyles.



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.

Improved Work Environment

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 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 front-line care in the workplace, beginning in the fiscal year ended March 2008, we also organized training programs for on-site supervisors.

Elder Employee System

During the fiscal year ended March 2009, JR East introduced the Elderly 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. Through this plan we hope to enable retired employees to stabilize their lives until they reach their fully pensionable ages, as well as to encourage them to continue to contribute to our Group-wide accumulation of know-how.

Human Rights Enlightenment

In order to educate our employees and their families about the necessity of enhanced human rights, we have established, in both our Head Office and at regional offices, human rights enlightenment promotion committees that provide training programs and publish newsletters. We have also joined the Industrial Federation for Human Rights, Tokyo, and are conducting human rights enlightenment activities as well as information exchanges.

Employment of People with Disabilities –JR East Green Partners Co., Ltd.

JR East Green Partners, a special JR East subsidiary, was launched in April 2009 and charged with the task of overall management of uniforms used in JR East. It later undertook the Group's printing business and has constantly striven to improve workplace 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.



JR East Green Partners Co., Ltd. headquarters



Typical work scene