

# Human Resources / Motivation

## Mid-Term Management Plan 2017 in Retrospect

### Workstyle Reforms

- Enhancement of childcare and nursing systems
- It is necessary to promote the use of these systems and create an environment where personnel who are engaged in childcare, nursing or another situation are able to prosper.

### Human Resource Cultivation

- Initiatives to improve practical skills and facilitate the passing on of technical expertise in specialized fields for the coming future
- Establishment of a management training system, and promotion of leadership skill development at the management level

### Health Management

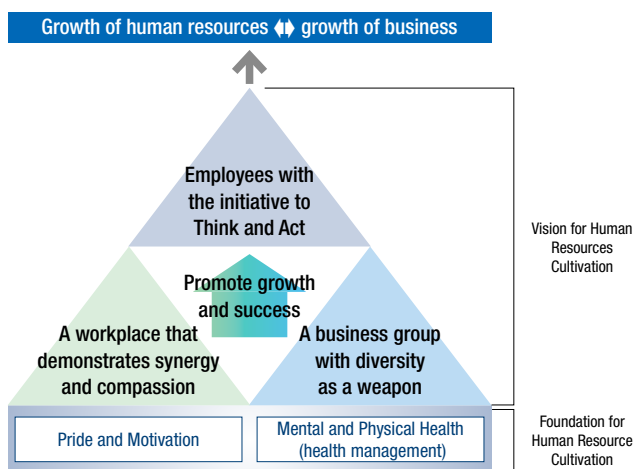
- Promotion of measures appropriate to time and social trends (recognized by White 500 certification, etc.)
- Going forward, the Group will develop concrete initiatives toward achieving the measures formulated in its Health Management Plan

## Vision for the Future

In our Medium-Term Management Plan 2022, we declare that human resources and their motivation are key parts of our management base, and make every effort to cultivate it in our human resources across the Group. An important factor to this strategy succeeding is the mindset possessed by each and every member of the Group to Think-and-Act based on the customer and the field. In addition, our management will make use of what is happening on the front lines to gain peace of mind and trust and provide value to our stakeholders.

Human resources comprise the driving force toward this goal, and the growth of each individual is a major power of JR-West. In that light, we have set up both a Vision for Human Resources Cultivation and a Foundation for Human Resource Cultivation to realize our ideal vision of the future. The goal of these initiatives is to create a cycle where facilitating employee growth leads to business growth, and business growth leads to more

employee growth. By repeating this cycle we will meet the expectations of our customers and stakeholders, which will contribute to the Group’s sustainable growth in the future. For these reasons we will continue to our efforts to cultivate human resources.



## Promoting Diversity and Workstyle Reforms

In order to become a business group with diversity as weapon, we are promoting diversity and workstyle reforms, which will allow a variety human resources to be active in the workplace. Each of our employees can lead a fulfilling life, flourish and grow at work, which will allow them to better respond to diversifying needs and customer expectations.

