

Fiscal 2019 performance in priority CSR fields and fiscal 2020 plans for priority initiatives

Area	Plan (priority FY2019 initiatives)	Do (FY2019 initiatives)	KPI, etc. progress and current status			
Safety	<p><b>Five-year objectives up to FY2023</b></p> <ul style="list-style-type: none"> <li>No train accidents that result in casualties among our customers</li> <li>No railway labor accidents that result in fatalities among our employees</li> </ul> <p><b>Objectives to achieve in FY2023</b></p> <ul style="list-style-type: none"> <li>Train accidents involving people that result in casualties among our customers: 9 (additional 10% reduction)</li> <li>Accidents at level crossings: 22 (additional 10% reduction)</li> <li>Transportation disruptions due to internal factors: 126 (additional 10% reduction)</li> </ul>	<p>Fostering the spread of safety-first awareness</p> <p>Enhancing organizational safety management</p> <p>Implementing safety think-and-act initiatives by each individual</p> <p>Enhancing railway systems that maintain safety</p>	<p><b>Implement "think-and-act" safety training</b></p> <p><b>Gauge the degree of dissemination of a safety mindset</b></p> <p><b>Expand "non-disciplinary approach to human errors" to Group companies</b></p> <p><b>Educate personnel on communicating through "mutual confirmation"</b></p>	<p><b>FY2019 results</b></p> <ul style="list-style-type: none"> <li>Train accidents that result in casualties among our customers: 0</li> <li>Railway labor accidents that result in fatalities among our employees: 1</li> <li>Train accidents involving people that result in casualties among our customers: 11</li> <li>Accidents at level crossings: 24</li> <li>Transportation disruptions due to internal factors: 170</li> </ul>		
	<p><b>Objectives to achieve in FY2023</b></p> <p><b>Make customers into "fans of JR-West"</b></p> <p>→ Comprehensive score of 4.0 or higher on customer satisfaction surveys (5-point scale; in-house evaluation)</p>	<p>Implementing initiatives related to safe and reliable transportation</p> <p>Providing information at the time of transport disorder</p> <p>Offering appropriate, easy-to-understand guidance services</p> <p>Creating comfortable, convenient environments (stations, trains, personal manners, etc.)</p> <p>Providing information regarding examples of improvement, plans, etc. (two-way communication)</p>	<p>Level of "approving" customers on fiscal 2020 customer satisfaction survey: 3.96 (5-point scale; in-house evaluation)</p>			
				<p>Initiatives for increasing regional value</p>	<p><b>Launching the Setouchi Palette Project</b></p>	<ul style="list-style-type: none"> <li>Progress is being made on initiatives—in coordination with local regions—for city development that encourages visitors (expanding the non-resident population), such as the Setouchi Palette Project, etc.</li> <li>While steadily advancing projects to open new lines and stations (and aiming to maximize the benefits of these projects), progress is being made on initiatives for urban development that encourages residents (expanding the resident population).</li> <li>In order to achieve safe and sustainable railways and transport services, we are striving to promote dialogue with local communities and to keep lines of communication open with municipalities through disaster recovery and reconstruction initiatives.</li> </ul>
				<p>Initiatives for increasing railway belt value</p>	<p><b>Opening new lines (the northern section of the Osaka Higashi Line from Shin-Osaka to Hanaten) and stations (Umekoji-Kyotonishi Station on the Sagano Line), improving convenience, etc. by elevating and remodeling stations and expanding IC card networks</b></p>	<p>Initiatives to revitalize areas adjacent to railway lines, taking into account the urban development ideas and visions of the community</p>
<p>Safe and sustainable railways and transport services</p>						

Check (evaluation: a circle (○) shows a result; an asterisk (*) shows challenges to tackle going forward)	Action (plans for priority FY2020 initiatives)	(Reference) Objectives such as KPI, etc. to achieve by FY2023
<ul style="list-style-type: none"> <li>Sincere level of understanding of past accidents, including the derailment accident on the Fukuchiyama Line                             <ul style="list-style-type: none"> <li>Translate this into concrete initiatives at each workplace (such as efforts against railway labor accidents that result in fatalities among our employees) in order to prevent occupational/labor accidents</li> </ul> </li> <li>Measure indicators linked to objectives for the Railway Safety Think-and-Act Plan 2022                             <ul style="list-style-type: none"> <li>In order to effectively utilize the indicators, reassess the implementation period and refine survey questions</li> </ul> </li> <li>Greater number (compared to the previous fiscal year) of self-reported events/occurrences                             <ul style="list-style-type: none"> <li>Disseminate a basic understanding of the "non-disciplinary approach to human errors"</li> </ul> </li> <li>With regard to awareness of "confirmation dialogue," maintain a high score for gauging the level of this awareness.                             <ul style="list-style-type: none"> <li>Dissemination approach that avoids this being seen as an "imposition"</li> </ul> </li> </ul>	<p>Strive to further cultivate awareness in order to understand human factors and prevent occupational/labor accidents</p> <p>Review subsequent strategies taking into account measured results</p> <p>Implement on-going, rank-specific education in order to disseminate a basic understanding of the "non-disciplinary approach to human errors"</p> <p>Implement e-learning for supervisors in order to further disseminate basic understanding</p>	<p><b>Five-year objectives up to FY2023</b></p> <ul style="list-style-type: none"> <li>No train accidents that result in casualties among our customers</li> <li>No railway labor accidents that result in fatalities among our employees</li> </ul> <p><b>Objectives to achieve in FY2023</b></p> <ul style="list-style-type: none"> <li>Train accidents involving people that result in casualties among our customers: 9 (additional 10% reduction)</li> <li>Accidents at level crossings: 22 (additional 10% reduction)</li> <li>Transportation disruptions due to internal factors: 126 (additional 10% reduction)</li> </ul>
<ul style="list-style-type: none"> <li>Successfully provide information in an easy-to-understand way by setting up an official Twitter account and the like, while also enhancing guidance tools</li> <li>Enhance guidance tools to allow for multilingual guidance</li> <li>Provide optimal customer facilities (such as Western-style toilets) based on how facilities are used</li> <li>Create a direct phone line for the customer Lost and Found Office and start offering an online chat option</li> <li>Encourage improvements in manners by promoting more vocal "mutual assistance" where staff approach customers and customers offer assistance among themselves                             <ul style="list-style-type: none"> <li>Provision of information at the time of transport disruption</li> <li>Create a good environment for travelers visiting Japan</li> </ul> </li> </ul>	<p>We strive to have customers become fans of JR-West by having each individual employee build up a track record of "think-and-act" customer service, while also improving the quality of our service and achieving our CS Vision 2022.</p> <ul style="list-style-type: none"> <li>On-going/evolving initiatives toward our five priority issues</li> <li>Information provision that lets customers decide for themselves</li> <li>Improve the quality of services for travelers visiting Japan</li> </ul>	<p><b>Objectives to achieve in FY2023</b></p> <p>Make customers into "fans of JR-West"</p> <p>Achieve and maintain a level of approx. 80% or higher for "approving" customers (comprehensive score of 4.0 or higher on customer satisfaction survey) (5-point scale; in-house evaluation)</p>
<ul style="list-style-type: none"> <li>Advance initiatives for city development that encourages visitors (expanding the non-resident population), such as the Setouchi Palette Project, the San-in Destination Campaign, and the Yamaguchi After Destination Campaign.</li> <li>Steadily advance initiatives to maximize the effects of projects for enhancing railway networks, including opening new lines and stations, and expanding the network for IC cards.</li> <li>Push forward initiatives to steadily work toward recovery and reconstruction after major natural disasters, while also striving, through these efforts, to promote dialogue with local communities.                             <ul style="list-style-type: none"> <li>Enhancing wide-area railway networks, centered on the Shinkansen</li> <li>Presenting the western Japan area as an appealing destination for inbound customers</li> <li>Establishing the Kansai metropolitan area brand by promoting initiatives that increase the value of railway belts in the area</li> </ul> </li> <li>Presenting wide-area tourism promotion zones in each part of western Japan and implementing city development initiatives for convenient, lively cities, centered on core cities</li> </ul>	<p>Initiatives, etc. for regional revitalize focusing on tourism, including continuing to promote the Setouchi Palette Project, the Setouchi DC pre-campaign, and the San-in After Destination Campaign</p> <ul style="list-style-type: none"> <li>Continue initiatives for maximizing the benefits of opening new lines and stations, including the northern section of the Osaka Higashi Line and Umekoji-Kyotonishi Station</li> <li>Upgrade the JR Kyoto Line, JR Kobe Line, and Osaka Loop Line by promoting the Urban Future Creation Project with regional collaboration</li> <li>Bolster inbound processing systems, including setting up delay-free purchasing systems (i.e., no waiting in line) and easy-to-understand guidance devices, in order to expand usage by travelers visiting Japan</li> </ul> <p>Recovery efforts in regions afflicted by natural disasters Promote recovery initiatives and, through those initiatives, encourage dialogue, etc. with local communities in order to achieve safe and sustainable transport services</p>	<p>Progress of initiatives—through dialogue and coordination with local regions—for city development that encourages visitors (expanding the non-resident population), city development that encourages residents (expanding the resident population), and the achievement of safe and sustainable railways and transport services</p>

# A Foundation Supporting Value Creation

## Fiscal 2019 performance in priority CSR fields and fiscal 2020 plans for priority initiatives

Our Starting Point	Strategy of Value Creation for Our Vision	A Foundation Supporting Value Creation					Data
Safety	Customer satisfaction	Coexistence with communities	Human resources/motivation	Human rights	Global environment	Risk management	

Area	Plan (priority FY2019 initiatives)	Do (FY2019 initiatives)	KPI, etc. progress and current status	
Human resources/motivation	A business group with diversity as a weapon	<ul style="list-style-type: none"> <li>Simplifying procedures and consistently providing information to help employees utilize programs and facilities, so that diverse human resources can be able to continue and grow their careers</li> </ul>	<ul style="list-style-type: none"> <li>Share information and cultivate the desired mindset by using the internal newsletter, group training, etc.</li> <li>Simplify application procedures for telework</li> </ul>	Although there were improvements in some subcategories of the "business group with diversity as a weapon" indicator, we have not achieved fiscal 2023 targets.
	Employees with the initiative to Think and Act	<ul style="list-style-type: none"> <li>Building a framework for quantitatively evaluating the handing down of employees' technical expertise in each field, while also promoting the cultivation of that expertise</li> <li>Continue holding management-skills briefings for managers to facilitate an understanding of the importance of on-the-job training after conventional training ends</li> </ul>	<ul style="list-style-type: none"> <li>Upgrade systems in some divisions to facilitate better visualization of technology</li> <li>Assess the status of on-the-job training and upgrade manager briefings, taking into account the issues identified in the assessments</li> </ul>	Although there were improvements in the "employees with the initiative to think and act" indicator, we have not achieved fiscal 2023 targets.
	A workplace that demonstrates synergy and compassion	<ul style="list-style-type: none"> <li>Initiatives to improve management abilities: support the development of workplaces that maximally draw out the talents of each individual</li> <li>Cultivate a culture of mutual support</li> </ul>	<ul style="list-style-type: none"> <li>Continue implementing training addressing the improvement of management capabilities</li> <li>Increase opportunities that will lead to energizing workplaces</li> </ul>	The "workplace that demonstrates synergy and compassion" indicator declined. We have not achieved fiscal 2023 targets.
	Building health that allows employees to energetically engage in work	<ul style="list-style-type: none"> <li>Create visual data on health for each branch and each location, then promote the PDCA cycle</li> <li>Utilize approaches that include employees in a participatory capacity in initiatives for energizing workplaces</li> </ul>	<ul style="list-style-type: none"> <li>Strive to visualize the status of health at each location and start using an app for viewing the results of each individual's past health exams</li> <li>Utilize the collective analytic results of stress checks and promote work environment improvement activities ("Lively Workplaces")</li> </ul>	<p><b>FY2019 results</b></p> <p>(1) Ratio of employees experiencing high stress: 4.9%</p> <p>(2) Ratio of lively workplaces: 52%</p> <p>(3) Ratio of employees with flags on their regular health checks: 44.4%</p> <p>(4) Daily lifestyle improvements: Smokers: 26.3%; High-volume drinkers: 11.0% (men), 13.2% (women); Regular exercisers: 20.2%; Response rate to physician referrals: 60%; Comprehensive health exam recipients: 42.9%; "Specific health guidance" recipients: 65.9%</p>
Human rights	Formulate a policy on human rights and demonstrate a clearer stance through initiatives on human rights	<ul style="list-style-type: none"> <li>Formulate the JR West Group Basic Policy on Human Rights</li> </ul>	Enacted the JR West Group Basic Policy on Human Rights (April 2019)	
	Promote initiatives to incorporate in our business activities risk management related to human rights, in order to preemptively avoid cases of human rights infringement	<ul style="list-style-type: none"> <li>Identify possible human rights infringement risks at each workplace and implement risk management by discussing countermeasures, etc. within that workplace</li> </ul>	Locations that have identified priority issues (approx. 90% of all workplaces)	
Global environment	Initiatives to prevent global warming	<ul style="list-style-type: none"> <li>Promoting the adoption of energy-saving railcars and high-efficiency machinery</li> </ul>	<p><b>FY2019 results</b></p> <p>Energy consumption rate: -4.3% (vs. FY2014)</p>	
	Contributions to building a recycling-oriented society	<ul style="list-style-type: none"> <li>Promoting the 3Rs for station and train garbage (recyclable), as well as railway material</li> </ul>	<p>Adoption rate for energy-saving rolling stock: 87.6%</p> <p>Recycling rate for station and train garbage (recyclable): 97.9%</p> <p>Railway material recycling rate: Facility construction: 97.7%</p> <p>Rolling stock: 95.3%</p>	
	Promoting an environmental management system (EMS)	<ul style="list-style-type: none"> <li>Complying with laws and regulations, and avoiding environmental pollution risks</li> </ul>		
	Coexisting with communities and nature	<ul style="list-style-type: none"> <li>Promote initiatives for preserving biodiversity</li> </ul>		
Risk management	Crisis countermeasures	<ul style="list-style-type: none"> <li>Prepare terrorism countermeasures with foresight in case of a major event</li> <li>Strengthen emergency first-response framework through a variety of training exercises</li> <li>Establish and follow a BCP predicting major disasters</li> </ul>	Maintain and raise risk sensitivity (including Group companies), while making any necessary reassessments, by repeatedly carrying out a variety of drills	
	Compliance	<ul style="list-style-type: none"> <li>Enact "Organizational Management to Protect Against Corruption" as an initiative toward preventing corruption in our business</li> <li>Respond to urgent issues, for example, carry out internal surveys addressing the new issue of GDPR (the EU General Data Protection Regulation) and the utilization of big data</li> </ul>	Have zero cases of serious organizational corruption	
	Information security	<ul style="list-style-type: none"> <li>Cultivate awareness of information security</li> <li>Improve capacity for crisis response</li> </ul>	Have zero serious accidents or cases of damage related to information security	

Check (evaluation: a circle (○) shows a result; an asterisk (*) shows challenges to tackle going forward)	Action (plans for priority FY2020 initiatives)	(Reference) Objectives such as KPI, etc. to achieve by FY2023
<ul style="list-style-type: none"> <li>Increase in employees utilizing HR programs and continuing their careers</li> <li>It is necessary to establish an environment and engender a culture of not simply continuing careers, but further growing careers</li> </ul>	<ul style="list-style-type: none"> <li>Communicate information and continually foster the corporate culture</li> <li>Implement training addressing career development</li> </ul>	<p>In order to promote our Vision for Human Resources Cultivation, develop indicators—using, for example, the results of our Employee Awareness Survey—and quantitatively trace the three concepts of "employees with the initiative to think and act," "workplaces that demonstrate synergy and compassion," and "a business group with diversity as a weapon," as part of our aim to "have each individual employee take a personal stake in human resource cultivation, with support for and a firm sense of Company initiatives."</p> <p>• In order to build a foundation for human resource cultivation, advance our Medium-Term Health Management Plan utilizing the results in our Employee Awareness Survey of the two concepts of "pride and motivation" and "mental and physical health (health management)"</p> <p>• Mental and physical health (health management)</p> <p>(1) Ratio of employees experiencing high stress: below 4%</p> <p>(2) Ratio of lively workplaces: 80% or higher</p> <p>(3) Ratio of employees with flags on their regular health checks: below 40%</p> <p>(4) Daily lifestyle improvement activities (smokers: below 20%; high-volume drinkers: below 10%; regular exercisers: 30% or higher, response rate to physician referrals: 80% or higher, comprehensive health exam recipients: 70% or higher, "specific health guidance" recipients: 80% or higher)</p>
<ul style="list-style-type: none"> <li>By promoting the visualization of technical expertise, gauge the technical level of each individual at each location and use feedback to build the PDCA cycle</li> <li>Promote the visualization of technical expertise utilizing systems in all areas</li> <li>Continue implementing efforts to encourage an understanding of the importance of on-the-job training</li> </ul>	<ul style="list-style-type: none"> <li>Further promote visualization of technical expertise utilizing systems and consider ways for further utilization</li> <li>Continually strengthen management capabilities supporting employee growth, while also establishing an environment facilitating the growth of employees with initiative</li> </ul>	
<ul style="list-style-type: none"> <li>Hold workshops, etc. for discussions about each workplace; promote initiatives that foster workplace unity</li> <li>Further promote workplace vitalization through organizational development approaches</li> <li>Continue implementing initiatives for strengthening management capabilities</li> </ul>	<ul style="list-style-type: none"> <li>Advance initiatives for fostering workplace unity</li> <li>Continue implementing initiatives, such as training, for strengthening management capabilities</li> </ul>	
<ul style="list-style-type: none"> <li>Evidence of improvement in the majority of targets</li> <li>Results dipped versus the previous fiscal year with regard to the "ratio of employees experiencing high stress" and the "ratio of lively workplaces"</li> </ul>	<ul style="list-style-type: none"> <li>Urges preemptive avoidance of illness by providing real-time data on whether comprehensive health exams have been received and the status of responses to physical referrals, etc.</li> <li>Continually implement workplace environment improvement activities (creating "lively workplaces")</li> <li>Promote non-smoking habits, prompted by the Revised Health Promotion Act</li> </ul>	
<ul style="list-style-type: none"> <li>By enacting and publicizing the JR West Group Basic Policy on Human Rights, we have been able to demonstrate a clear stance on respect for human rights to all stakeholders</li> <li>Disseminating the JR-West Group Basic Human Rights Policy</li> <li>Successfully strove to improve employees' awareness of human rights by having workplace discussions on the highest priority issues related to human rights</li> <li>Respond to human rights issues that are diversifying and becoming more complex</li> </ul>	<ul style="list-style-type: none"> <li>Strive to disseminate the philosophy and aims of the JR West Group Basic Policy on Human Rights by convening a Human Rights Education Promotion Committee and having human rights training at each workplace</li> <li>Promoting human rights due diligence</li> <li>Implementing human rights risk management toward preemptively avoiding cases of human rights infringement</li> </ul>	<ul style="list-style-type: none"> <li>Status of formulating a human rights policy, which is then communicated to every employee so that there is widespread awareness</li> <li>Status of employees being cognizant within their individual work tasks of human rights, while acting with respect for human rights</li> </ul>
<ul style="list-style-type: none"> <li>Steady progress is being made toward achieving the fiscal 2023 target for energy consumption, etc.</li> <li>Further utilization of technology and creative solutions</li> <li>Achieve all targets for our recycling rate for station and train garbage (recyclable)</li> <li>Improve recycling rate for items, such as waste plastic, that have a low recycling rate</li> <li>Make progress in improvements, in terms of operations, through environmental training and environmental inspections</li> <li>Further promote initiatives in a unified approach by Group companies</li> <li>Biodiversity preservation initiatives are prevalent at each workplace</li> <li>Examples of initiatives are shared laterally across divisions</li> </ul>	<ul style="list-style-type: none"> <li>While steadily advancing measures to meet environmental targets, we remodeled Higashihama station on the San-in Line as a Zero Energy Station (ZES) and are endeavoring to use new technology for microorganism electric generation and electric generation using environmental vibrations.</li> <li>With unified effort, the JR-West Group is promoting initiatives to address social issues toward building a recycling-oriented society.</li> </ul>	<p><b>Objectives to achieve in FY2023</b></p> <ul style="list-style-type: none"> <li>Energy consumption rate (vs. FY2014): -3%</li> <li>Energy-saving railcars as a percentage of total rolling stock: 88%</li> <li>Station and train garbage (recyclable) recycling rate: 96%</li> <li>Railway material recycling rate: Facility construction: 97%</li> <li>Rolling stock: 92%</li> <li>Promote environmentally friendly stations and office facilities</li> </ul>
<ul style="list-style-type: none"> <li>In a unified Group effort, promote precautionary and security systems with foresight in case of a major event</li> <li>Use drills to improve risk sensitivity, related to the first-response framework, for the entire Group</li> <li>Concrete, on-going administrative initiatives after the first-response framework is established</li> </ul>	<ul style="list-style-type: none"> <li>Respond to serious hazard risks in a unified management approach by the Group</li> <li>Carry out precautionary security measures when holding large-scale events</li> <li>Strengthen emergency first-response framework through a variety of training exercises</li> <li>Predicting major disasters, consider establishing alternate strategic hubs</li> </ul>	Status of implementing drills for various risks, including earthquakes, and reviewing and revising systems, rules, etc. as necessary
<ul style="list-style-type: none"> <li>It is necessary to ensure a pervasive, Groupwide awareness of "Organizational Management to Protect Against Corruption"</li> <li>Regarding new issues related to protecting personal information, it is necessary to respond in actual business practices (for example, with a Privacy Policy and internal rules and regulations) while also establishing a Groupwide framework.</li> </ul>	<ul style="list-style-type: none"> <li>Confirm and rectify issues with the organizational culture and respond to new compliance risks</li> <li>Communicate our Three Values for preventing corruption to the entire Group</li> <li>In our organizational climate monitoring (such as corporate ethics questionnaires), implement feedback tied to workplace improvement</li> <li>Revise our Privacy Policy and internal rules and regulations related to protecting personal information</li> <li>Initiatives for preventing corrupt activity when expanding business overseas</li> </ul>	Status of reaching zero cases of serious compliance violations, such as organizational corruption, etc.
<ul style="list-style-type: none"> <li>Boost crisis awareness using Groupwide drills with targeted e-mail attacks, while also carrying out self-checks of our internal IT environment</li> <li>Raise crisis response capabilities through group training for the JR-West CSIRT and through incident response drills</li> <li>Countermeasures for ingenious cyberattacks</li> </ul>	<ul style="list-style-type: none"> <li>On-going JRW-CSIRT activities</li> <li>Mitigate risks and strengthen precautionary and security systems for cyberattacks during large-scale events</li> <li>Improve the information security level of the entire JR-West Group by enforcing information security standards</li> </ul>	Status of reaching zero serious accidents or cases of damage related to information security