

Fiscal 2020 performance in priority CSR fields

Area	Objectives such as KPI, etc. to achieve by FY2023	KPI, etc. progress and current status
Safety	Five-year objectives up to FY2023 <ul style="list-style-type: none"> • No train accidents that result in casualties among our customers • No railway labor accidents that result in fatalities among our employees 	FY2020 results <ul style="list-style-type: none"> • Train accidents that result in casualties among our customers: 0 [cumulatively from FY2019] • Railway labor accidents that result in fatalities among our employees: 1 [cumulatively from FY2019] • Train accidents involving people that result in casualties among our customers: 8 • Accidents at level crossings: 17 • Transportation disruptions due to internal factors: 167
	Objectives to achieve in FY2023 <ul style="list-style-type: none"> • Train accidents involving people that result in casualties among our customers: 9 (additional 10% reduction) • Accidents at level crossings: 22 (additional 10% reduction) • Transportation disruptions due to internal factors: 126 (additional 10% reduction) 	
CS	Make customers into "fans of JR-West" 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)	FY2020 results Level of "approving" customers on fiscal 2020 customer satisfaction survey: 3.96 (5-point scale; in-house evaluation)
Coexistence with communities	Progress of initiatives—through dialogue and coordination with local regions—for (1) city development that encourages visitors (expanding the non-resident population), (2) city development that encourages residents (expanding the resident population), and (3) the achievement of safe and sustainable railways and transport services	(1) Progress is being made on initiatives to enhance regional value, such as the Setouchi Palette Project. Based on the results of validation tests carried out in fiscal 2020, the "setowa" tourism MaaS service was launched in the Setouchi area. (2) Progress is being made on concerted Group initiatives to enhance railway belts value in the Kansai Urban Area, including the Urban Future Creation Project. Joint study of MaaS has started together with seven railway operators in the Kansai region with the launch of the "Kansai MaaS Study Group." (3) Dialogue with local communities is ongoing. A collaboration agreement was signed with Onan Town, Shimane Prefecture aimed at building a rural-type MaaS. As the first step toward resolving local issues, validation testing of an on-demand vehicle allocation system has commenced.
Human resources / motivation	<ul style="list-style-type: none"> • 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." 	FY2020 results <ul style="list-style-type: none"> • Although there were improvements in some items of the "employees with the initiative to think and act" indicator, we have not achieved fiscal 2023 targets. • Although there were improvements in some items in the "workplace that demonstrates synergy and compassion" indicator, we have not achieved fiscal 2023 targets. • The "business group with diversity as a weapon" indicator is declining, and we have not achieved fiscal 2023 targets.
	<ul style="list-style-type: none"> • 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)" • Mental and physical health (health management) <ul style="list-style-type: none"> (1) Ratio of employees experiencing high stress: below 4% (2) Ratio of lively workplaces: 80% or higher (3) Ratio of employees with flags on their regular health checks: below 40% (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) 	FY2020 results <ul style="list-style-type: none"> • While there is improvement in most categories, fiscal 2023 targets have not yet been achieved <ul style="list-style-type: none"> (1) Ratio of employees experiencing high stress: 4.5% (2) Ratio of lively workplaces: 51% (3) Ratio of employees with flags on their regular health checks: 46.9% (4) Daily lifestyle improvements: Smokers: 25.3%; High-volume drinkers: 12.5% (men), 10.2% (women); Regular exercisers: 20.3%; Response rate to physician referrals: 66.4%; Comprehensive health exam recipients: 47.9%; "Specific health guidance" recipients: 67%
Human rights	<ul style="list-style-type: none"> • Status of formulating a human rights policy, which is then communicated to every employee so that there is widespread awareness • Status of employees being cognizant within their individual work tasks of human rights, while acting with respect for human rights 	<ul style="list-style-type: none"> • Along with the enactment of the JR-West Group Basic Policy on Human Rights (April 2019), the "Human Rights Educational Handbook" was revised and distributed to all Group employees • Education and training are being implemented for all JR-West employees to promote understanding of sexual minorities including LGBT (training materials are shared with Group companies) • As a human rights due diligence initiative, Group-wide human rights issues are selected in collaboration with related departments (in FY2021, "Prevention of Harassment"), and measures are being prepared
Global environment	<ul style="list-style-type: none"> • Energy consumption rate (vs. FY2014): -3% • Energy-saving railcars as a percentage of total rolling stock: 88% • Station and train garbage (recyclable) recycling rate: 96% • Railway material recycling rate: Facility construction: 97% Rolling stock: 92% • Promote environmentally friendly stations and office facilities 	FY2020 results <ul style="list-style-type: none"> • Energy consumption rate: -4.1% (vs. FY2014) • Adoption rate for energy-saving rolling stock: 89.2% • Recycling rate for station and train garbage (recyclable): 99.3% • Railway material recycling rate: <ul style="list-style-type: none"> Facility construction: 98.6% Rolling stock: 95.5% • As we endeavor to introduce energy-saving facilities, Higashihamma Station on the San-in Main Line has been made a Zero Energy Station (ZES)
Risk management	<ul style="list-style-type: none"> • Status of implementing drills for various risks, including earthquakes, and reviewing and revising systems, rules, etc. as necessary • Status of reaching zero cases of serious compliance violations, such as organizational corruption, etc. • Status of reaching zero serious accidents or cases of damage related to information security 	<ul style="list-style-type: none"> • Improved sensitivity to first response system for risk by performing drills to prepare for a major earthquake, etc. • Have zero cases of serious organizational corruption • Have zero serious accidents or cases of damage related to information security