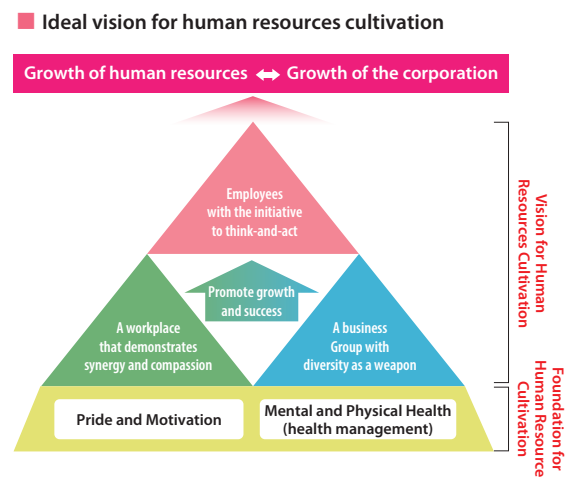


A foundation supporting value creation

Human resources and motivation

JR-West Group's Vision for Human Resources Cultivation

We have positioned “Human resources and job motivation” as an important foundation for management in our Medium-Term Management Plan 2022. We have set out our Vision for Human Resource Cultivation and stated that the whole Group will endeavor to pursue this goal. We will create a virtuous cycle in which cultivating human resources leads to the growth of our business, which in turn results in the further cultivation of human resources. By repeating this virtuous cycle to meet the expectations of our customers and shareholders, we will cultivate people who can contribute to the sustainable growth of the Group going forward.



Highlights of activities in FY2021

- Transition to online training and study to cater to a diverse range of work styles
- Promotion of workplace improvements based on the review of stress checks
- Implementation of initiatives to promote understanding of sexual minorities and improvement of systems to enhance employees' job satisfaction

Future themes

- Construction of training systems to further encourage staff independence, and improvement of training and education through the effective adoption of ICT
- Promotion of visualization and use of various targets aimed at achieving our Medium-term Health Management Plan
- Creation of systems and a culture that encourages employees from a diverse range of backgrounds to achieve their full potential

Initiatives for cultivating human resources

Propelled by a desire to achieve our vision of cultivating human resources, we utilize a combination of group study and self-study built on a foundation of on-the-job-training in every workplace to encourage the growth of each person.

Catering to a diverse range of work styles by transitioning to online training

The coronavirus pandemic has prompted us to review the methods we use to manage our training, and we have moved some of the training that was previously conducted while staff stayed overnight in our employee center to an online format involving live training via web meeting services as well as on-demand training using an e-learning system. This has allowed people to undergo training from their workplaces or homes, and employees who previously would have had to forgo overnight group training for reasons such as childcare are now able to attend. People who have participated in our online training said that it was easier for those from distant locations to attend, and that it is comparable to face-to-face training.



Development of the management skills of managers and leaders

In fiscal 2021, 943 employees from throughout the Group took part in a training program that teaches management skills to the leaders and managers who must encourage each employee to show initiative and actively support their growth. This allows leaders and managers to gain the requisite skills before they are promoted.

In this program, trainees gain experience in how to assess and make decisions on issues in upper-level positions and in working with those around them, while at the same time learning objectively and quantitatively about their own strengths and weaknesses. After training, the trainees set action goals based on these strengths and weaknesses and receive follow-up support from their superiors through interviews and assistance in on-the-job training over a period of a year, promoting skills development that focuses on the achievement goals set by each person.

Associated SDGs	
4. Quality education 5. Gender equality	8. Decent work and economic growth 9. Industry, innovation and infrastructure



Promotion of health management

We believe that the health of our employees is a vital managerial resource, and are working to improve the productivity and we value of our business through health management that supports and maintains it. Specifically, we have formulated a Medium-term Health Management Plan encompassing target values and priority initiatives for the medium term (five years) beginning in fiscal 2019, and we are promoting initiatives in this regard (see page 34).

In March of 2021, we received certification as an Excellent Health Management Corporation, via a system that offers recognition to companies that are implementing health management in a strategic manner, our third such award (in the large business category). Looking to the future, we will work to promote our health management initiatives, while also pursuing initiatives for the care of our employees' mental health.

Prevention of disease

In fiscal 2021 the coronavirus pandemic caused people to refrain

from visiting medical facilities, resulting in a year-on-year deterioration in referral reply and medical check-up rates. Conversely, there was a significant year-on-year improvement in specific health guidance, which can partly be attributed to follow-up initiatives such as encouragement provided by workplace managers and occupational health staff to people receiving this guidance.

Promotion of workplace improvements through revisions to stress checks

Our company has combined the results of stress checks with employee awareness surveys to assess the level of vitality in the workplace and promote workplace improvements. Beginning in fiscal 2021, we altered the number of items for stress checks from our own designated 57 items to the 80 items recommended by the Ministry of Health, Labour and Welfare, allowing us to determine the level of vitality in the workplace using normal methods.

Promotion of diversity

In order to achieve our Vision for Human Resources Cultivation of “a business Group with diversity as a weapon,” we are endeavoring to become a business in which a diverse range of employees with varying backgrounds can continue to demonstrate their respective strengths.

Initiatives to promote women's activities and cultivate the next generation

We are working to offer systems and training environments that allow employees from a diverse range of backgrounds to work flexibly, and to encourage male employees to take part in caring for their children. Amidst the rapid diversification of society, we are pushing forward with efforts to create a workplace in which a diverse range of employees can work energetically and further their careers.

In fiscal 2021 we instituted career design training for female employees and their managers, which attracted a total of 110 participants.

Action plan for empowering female employees and fostering the next generation (FY2020 to FY2022)

Objective 1	During the period of the plan, achieve a 25% or higher ratio of female employees among new hires. Additionally, within this ratio, achieve a 40% or higher ratio of female employees who are new graduates hired in the professional field of transportation.
Objective 2	By the end of fiscal 2022, boost the current (end of fiscal 2019) number of female managers and supervisors by a factor of 1.5 or greater.
Objective 3	Establish a work environment conducive to career continuity and growth for diverse employees.
Objective 4	By the end of fiscal 2022, achieve a 15% utilization rate of paternity leave by male employees.

An atmosphere of understanding and recognition of a diverse range of work styles is spreading

Keisuke Higashi Assistant Director, Kyoto Branch, Suita Depot, Kansai Urban Area Regional Head Office

When my second child was born, I took parental leave for about a year and a half to raise my two-year-old eldest daughter. I started my leave before my wife entered the hospital to give birth, but the coronavirus pandemic meant that I was unable to take my daughter anywhere, and I spent my time trying to keep us occupied. Despite the difficulties we faced, after my wife gave birth, we spent many fulfilling days together with our two children.

Although my position as assistant director meant that I was nervous about taking leave, the support of my colleagues alleviated my anxiety, for which I am very grateful. Four men in my workplace have taken parental leave during the past year, which has made me realize that an atmosphere of understanding and recognition of a diverse range of work styles is spreading. Going forward, I will offer my encouragement to male employees who are considering taking parental leave.



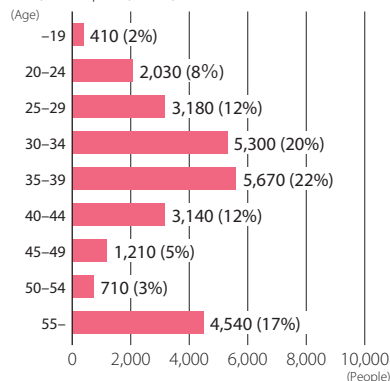
Initiatives for LGBTQ and other sexual minorities

In fiscal 2021 we held training for all employees to foster understanding of sexual minorities, and we distributed “ALLY” stickers to show our understanding for LGBTQ issues. Additionally, we revised in-house systems to allow employees with same-sex partners to apply these systems to their partners in the same way as they would to a spouse if the relationship is deemed to be equivalent to a marriage, and we established in-house and external desks for consultation.



Human resources and motivation

■ Employee composition by age
(as of April 1, 2021)



■ Percentage of female workers

Overall	
15%	
Managers	Executives
2%	11% (6% when executive officers, administrative officers, and technical officers are included)

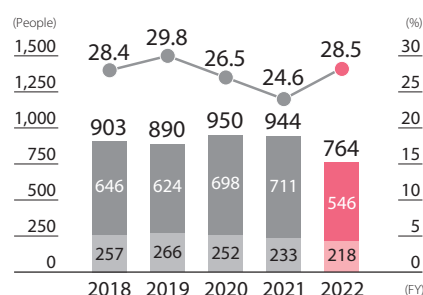
As of April 1, 2021

■ Percentage of people taking paid leave

Overall
87%

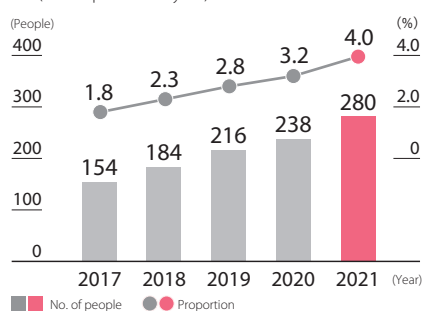
Average number of days used in FY2021: 17.3 of 20 days

■ Number of hires by gender and changes in proportion of women hires*

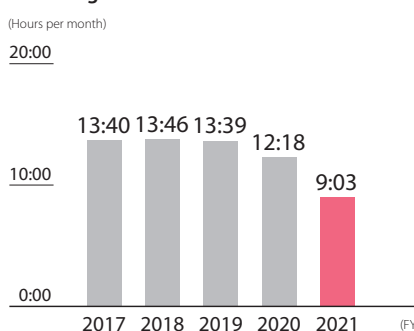


* Includes hiring of recent graduates (including those with some post-graduation work experience), hiring of employees who started out as contract employees, and hiring of experienced professionals

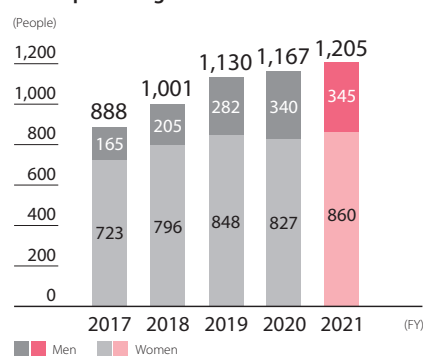
■ Number and proportion of female managers and supervisors
(as of April 1 each year)



■ Average overtime hours



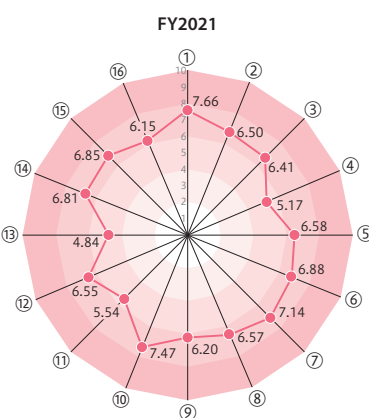
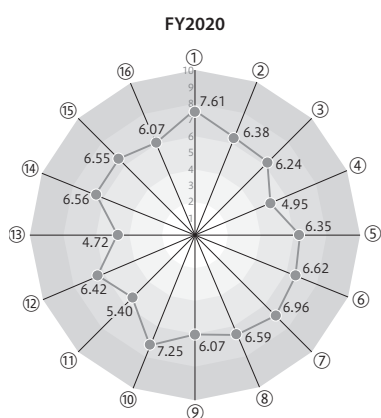
■ People taking childcare leave



■ FY2021 employee awareness survey

Since 2008, a survey of all employees has been carried out as one means of gauging the level of job satisfaction. Taking into consideration the results of the survey, we are working to create a company in which employees find job satisfaction and in which they take pride.

Data on the results of the survey is prepared for each organization, based on the circumstances of each organization, in order to encourage them to independently identify the issues and implement the necessary measures. This data is then fed back to each organization.



1. Pride and sense of mission in work
2. Meaningfulness and sense of achievement in work
3. Initiative and capacity to think and act
4. Mental and physical vitality
5. Participation in workplace initiatives
6. Work-life balance
7. Cultivation of a CS mindset
8. Workplace culture (synergy & compassion)
9. Initiatives to pass on technology and boost expertise
10. Communication with supervisors

11. Fair evaluations and compensation
12. Opportunities to improve skills
13. Reflection of front-line information in policies (workplace-based approach)
14. Dissemination & sharing of management policies (Medium-Term Plan, etc.)
15. Pride in the company
16. Diversity & workstyle reforms

External evaluation

Aiming to be a "business group with diversity as a weapon" as set out in our Vision for Human Resources Cultivation, we are working to build an environment, systems, and culture in which a diversity of human resources can maximize their potential and flourish. This includes a scheme supporting a balance between work and childcare, as well as initiatives to improve understanding of sexual minorities including LGBTQ.

The main external awards and certifications we currently hold are shown below.



"Child-rearing Support Company"
(Ministry of Health,
Labour and Welfare)



"PRIDE Index 2020," an index that assesses initiatives related to LGBT and other sexual minorities
Highest "Gold" rating