



Human Resources Strategy

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 Resources Cultivation and Foundation for Human Resources 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.

In addition, we will give priority to training human resources who can contribute to the creation of new value and to corporate reforms that boost our ability to address change; to improving physical and mental health as well as work engagement, which form the foundation for those efforts; and to ensuring diversity in our workforce.



Head operations;
Director and Executive Officer;
General Manager of Personnel Department
Masatoshi Miwa

Vision for Human Resources Cultivation: the foundation for the initiative

Cultivation program

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

Passing on technology

To ensure sustained operation of our railway services, we are undertaking initiatives based on our educational plan so that we can train employees with the necessary level of technical skills in an ongoing manner.

Specifically, we establish standards that set forth the technical skills and abilities that are necessary for each position and rank, assess individual employees' level of learning against those standards, and work to improve skills found to be lacking through OJT and group study at our Staff Training Center.

Group study and assignment of trainees outside the Group

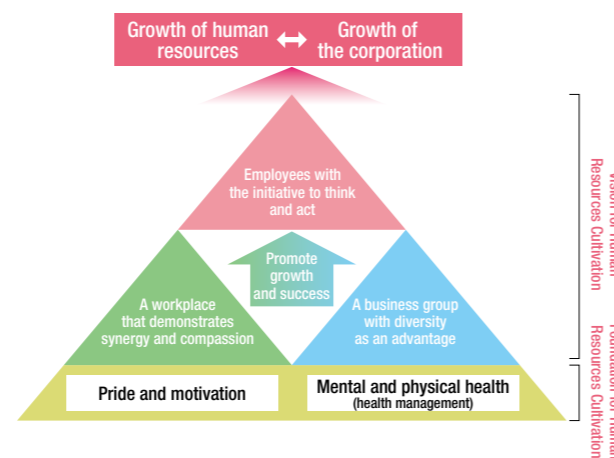
In addition to rank-specific training, we now offer assessment-style training designed to improve management skills to employees seeking a promotion to a supervisory position.

Moreover, to train the leaders who will guide the JR-West Group forward in the future, we augment selection-based rank-specific training by sending trainees outside the Group to work at other companies, study at Japanese or overseas graduate schools, or participate in outside training.

Evaluation mechanisms

We believe the purpose of human resources evaluation lies in identifying operational and skill development issues, increasing the motivation and skills of individual workers, and leveraging them in the service of organizational performance in the form of improved results and the achievement of targets and plans. Interviews with individual employees, which are held once every six months, provide an opportunity to reflect on progress

Ideal vision for human resources cultivation



Self-study

To support employees who take the initiative to develop their own skills, we offer numerous internal and external correspondence courses designed to improve operational and business skills for employees throughout the Group.

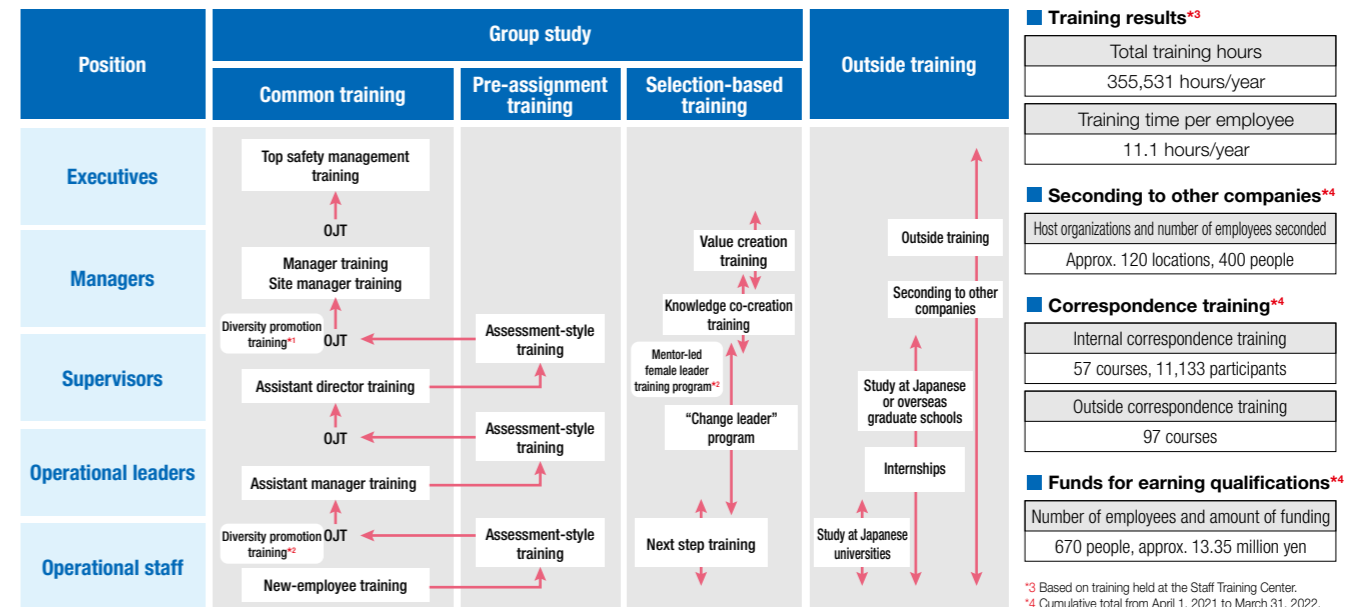
We also help employees working to earn certain official qualifications pay associated examination and study fees.

towards achieving shared goals established for individual workplaces and positions and to boost motivation for achieving the next set of goals. Furthermore, we have introduced a goal management system for employees of front-office departments in supervisory positions and employees of back-office departments as part of an effort to ensure individual employees' goals are consistent with company and workplace goals.

Related SDGs



Educational system combining internal training and outside programs



*1 For managers whose subordinates include female career-track employees.

*2 For female career-track employees.

Increasing our ability to create new value and address change

I'm experiencing the launch of a new business to resolve social issues

I was seconded in August 2021 to Toppan Forms Co., Ltd., where I'm currently working in the Frontier Business Development Division's Business Promotion Department to promote Watashi no Ondo ("my temperature"), a health care device and app for women. The product is classified as "femtech," which seeks to resolve women's health issues through technology, and is part of a new business domain for the company.

So far, I've gained experience in everything from launching a new business to managing the business and organization in an unprecedented area. I've learned about the unique features of a B2B business and of its approach to social needs, among other things. After I return to JR-West, I look forward to taking advantage of this experience to advance new initiatives, whether in relation to a new or existing business.



Seconded to the Business
Promotion Department,
Frontier Business
Development Division,
Toppan Forms Co., Ltd.
Natsuki Katsumori

Mechanisms supporting autonomous career development

Reflecting our belief that combining employees' diverse knowledge and experience boosts our ability to innovate and address change, we help workers grow by expanding opportunities for them, both inside and outside the Group, to choose their careers autonomously and embrace associated challenges.

Pursuing the JR-West Group's digital strategy

To empower all employees to create new value in their own area of responsibility, we're working to foster the development of advanced professional human resources with specialized skills in digital technology and business application skills as well as leaders in their respective areas and to offer DX literacy education for all employees.

Open position recruitment program

This program recruits human resources from all employees to oversee new businesses and projects.

Sub-career program

This program lets employees work at another company for up to eight days every month.

Career development leave program

This program lets employees take up to two years off to study at a university, vocational school, or other educational institution or to earn various qualifications.

Development of advanced professional human resources

We assign employees to data analysis training and programs for training core human resources for venture businesses and information security.

Development of leaders in their respective areas

We foster the development of key individuals in areas such as work design, internal development, and information security.

DX literacy training

We offer education focusing on basic knowledge and are enhancing outside correspondence training.

Human Resources Strategy

Physical and mental health, and work engagement

Health management

In helping employees maintain and improve their health, we are working to realize a workplace environment in which each and every employee can do their job in an energetic manner and to increase corporate value by boosting productivity.

Specifically, we have formulated a Medium-Term Health Management Plan encompassing target values and priority initiatives for the five-year period beginning in fiscal 2019. Our workplaces, occupational health staff, and HR departments are working together to achieve the plan's goals. (See p.70 for details.)

Pandemic countermeasures

To ensure our ability to provide consistent transportation services and enable customers to use them with peace of mind, we have administered about 26,000 vaccines under our workplace vaccination program*. In addition, Osaka General Hospital of West Japan Railway Company has been fulfilling its role as a core regional healthcare facility by accepting inpatients through beds specifically for COVID-19 patients.

*The number of vaccinated individuals includes employees of group companies and affiliates as well as their family members.

Improving work engagement

To ascertain employee motivation and work engagement, we conduct questionnaires targeting all employees and group analyses using stress checks.

By offering feedback about the results to individual workplaces and encouraging the autonomous identification and resolution of issues, we are working to increase the percentage of lively workplaces where employees experience low stress, feel motivated, and do their jobs enthusiastically.

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 and 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 and sharing of management policies (medium-term plan, etc.) ⑮ Pride in the company
⑯ Diversity and work style reforms

Mental health

- We offer interviews with a clinical psychologist and ongoing follow-up by occupational health staff for employees who have just been transferred or promoted.
- We offer mental health management education to managers and HR personnel. We empower managers to ensure the mental well-being of their subordinates in the workplace.

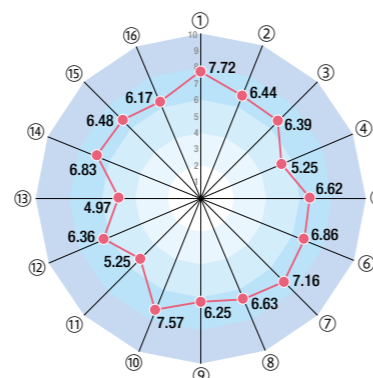
Physical health

- We have allocated support funds for programs including annual health checkups, cancer testing, and programs that help employees quit smoking.

Third-party evaluations

健康経営優良法人 2022
Health and productivity
ホワイト500

- Certification as an excellent health management corporation
In 2022, we were recognized as a Health and Productivity Management Outstanding Organization (in the large enterprise category, making us part of the White 500), and five group companies earned the same certification (in the large enterprise and SME categories).



Employee awareness survey

Number of respondents:
27,592
Response rate:
90.4%

Ratio of lively workplaces

FY2021: 80%
FY2022: 77%

Gender equality, and balancing work responsibilities with childcare and nursing care

Currently, female employees account for about 15% of our total workforce, and the number of women actively working in managerial and supervisory positions is steadily growing. In order to further encourage women to take on an active role in their careers, the new action plan that started in fiscal 2023 includes measures to create opportunities by, for example, providing information and education that aid in long-term career development, and to provide support for health issues that are unique to women. As part of that effort, we created an infertility treatment leave program designed to build an environment in which employees can focus on infertility treatment while continuing their careers.

We are also offering diversity promotion training designed to

help career-track female employees who are expected to actively serve as future leaders visualize their ability to continue playing an active role while navigating a variety of life events. During fiscal 2022, training was offered to 31 employees and 26 supervisors whose subordinates include career-track females.

The percentage of male employees taking paternity leave exceeded 30% thanks to programs that help employees balance their jobs with childcare and nursing care responsibilities and actively communicating information about the programs.

We will continue to build an environment that boosts motivation and contributions while empowering employees to continue their careers regardless of how many hours they work or the constraints under which they do so.

Female participation-related*1

Percentage of female employees (excluding executives)					Female managers and supervisors
14.8%					
Executives ^{*4}	Managers	Staff (supervisory)	Staff (non-supervisory)	Non-regular employment	314 people
6.4%	2.3%	5.4%	20.0%	10.3%	

Childcare and nursing care-related

Employees taking childcare leave*3		Paternity leave utilization rate of male employees*3	Percentage of employees who came back after childcare leave*5	Employees taking nursing care leave*3
Men	Women			
572 people	743 people	37.8%	92.8%	21 people

Work style reforms and diversity

Since the president declared a companywide commitment to work style reform, including reducing long working hours, in a message in 2016, we have been working to ensure a work-life balance by creating an environment in which each employee can make the most of their abilities. We continue to work to boost productivity through the use of digital tools and to realize work styles that are independent of time and location restrictions.

- Introducing flextime without core time for back-office departments and some front-office departments
- Expanding eligibility for our telework program and eliminating limits on the number of days employees can utilize it
- Lending computers to employees of back-office departments for telework use and utilizing a cloud service (Office 365)

Work style-related*6

Total actual hours worked		Monthly average overtime hours	
Men	Women	Men	Women
1,746 hours	1,733 hours	9.5 hours	6.4 hours

Annual paid leave utilization rate	
Men	Women
86%	93%

Hiring disabled employees and helping them contribute

Reflecting our desire to become a corporate group where a diverse range of people can make the most of their individuality and abilities while working enthusiastically, regardless of whether they have any disabilities, we are hiring employees with disabilities throughout the Group, centered on special subsidiary JR-West Iwll Co., Ltd.

Some 180 employees with disabilities fulfill responsibilities in fields such as printing and healthcare at JR-West Iwll. The company is also actively pursuing new businesses, such as a "station grocer" to sell fresh local vegetables and other produce near the ticket gates at train stations under a local food for local consumption concept.

Percentage of employees with disabilities*1

Percentage of employees with disabilities		
FY2021	FY2022	FY2023
2.85%	2.83%	2.86%

Note: The number of disabled employees includes neither foreign nationals nor employees working at worksites outside Japan.

We actively pursue diversity in an effort to ensure that employees with diverse backgrounds and circumstances can make the most of their abilities as they do their jobs.

Human resources recruitment

Recognizing the need to hire human resources who understand and empathize with the JR-West Group's mission as an infrastructure company, who can address change and pursue reforms in a robust manner, and provide significant value to society going forward, the Group strives to hire a diverse range of individuals, including through mid-career hires and hires of foreign employees.

Number of hires

New graduate hires*1		Mid-career hires*2	
Men	Women	Men	Women
104 people	39 people	47 people	21 people

Employee turnover rate*3

Total turnover rate	Voluntary turnover rate	Career-track foreign employees*1 Number of employees and home countries
5.3%	2.4%	
		11 people, 6 countries

Career-track foreign employees*1

Number of employees and home countries
11 people, 6 countries

*1 As of April 1, 2022. *2 From April 2, 2021 to March 31, 2022. *3 Regular employees and full-time, non-regular employees are eligible for this program. From April 1, 2021 to March 31, 2022. *4 Including executive officers, administrative officers, and technical officers. *5 Regular employees and full-time, non-regular employees are eligible for this program. Percentage of employees who remained employed as of April 1, 2022 after coming back to work from childcare leave between April 1, 2020 and March 31, 2021. *6 Regular employees are eligible for this program. As of March 31, 2022.



Respect for Human Rights

JR-West Group Basic Policy on Human Rights

With corporate globalization continuing and people's awareness of human rights undergoing dramatic change, society is demonstrating unprecedented interest in companies' human rights initiatives. As companies address an increasingly diverse and complex range of human rights issues, including race, nationality, gender, age, and religion, they are called upon to respect the human rights of all people, including customers, local residents, business partners, and employees, while undertaking business activities that take advantage of diverse values.

To more clearly delineate our stance on human rights initiatives, which form the basis of such activities, we formulated the JR-West Group Basic Policy on Human Rights in April 2019, drawing on a number of international norms related to human rights, including the United Nations Guiding Principles on Business and Human Rights. We pursue initiatives and business activities that respect the human rights of all people so that we can help create a "safe and comfortable society filled with meetings among people and smiles."



Head of operations;
Vice President, Representative Director,
and Executive Officer

Shoji Kurasaka

Reducing the risk of human rights violations

The JR-West Group is working to reduce risks and prevent human rights violations from occurring by ascertaining specific human rights risks that may occur in each workplace and then identifying potential human rights issues and evaluating and implementing countermeasures. In addition, we host human rights awareness lectures, offer workplace education, and implement other programs for the Group's executives, employees, and other personnel to raise awareness of human rights.

Going forward, we will work to reduce the risk of human rights violations, leading to a greater understanding of human rights and helping to prevent human rights violations. Moreover, we are steadily advancing measures to provide products and services that customers can use in comfort and with peace of mind, create workplaces where our employees can feel safe and work enthusiastically, and build positive relationships with our suppliers and local communities.



Seminar on corporate ethics and human rights

Encouraging understanding of LGBTQ issues and increasing employee motivation

In addition to holding education to encourage understanding, efforts to increase the motivation of LGBTQ and other employees who belong to sexual minorities include extending eligibility for programs that depend on a spousal relationship to employees' same-sex partners when their relationship is deemed equivalent to marriage and establishing internal and outside hotlines for employees seeking advice.

During fiscal 2022, we continued our efforts to promote understanding, including offering awareness-raising education to new appointees to certain positions and handing out "Ally" stickers that show one's understanding of LGBTQ issues.



Corporate Ethics (Compliance)

As a corporate group that operates infrastructure with a focus on railways, the JR-West Group considers it important to provide safe, secure services through its daily business activities so that it can continue to inspire confidence (a combination of trust and high expectations) on the part of society.

With regard to corporate ethics (compliance), we not only observe laws and internal rules but have also formulated guidelines like the Employee Code of Ethics and the Executive Code of Ethics to facilitate sensible conduct and efforts that inspire confidence. In addition, we strive to spread associated values among executives and employees using easy-to-understand phrases like "the three values" and "the four questions to ask oneself."

To foster adherence to corporate ethics, we also carry out educational and awareness-raising activities to prevent fraud and other unacceptable conduct, administer a corporate ethics questionnaire, establish rules concerning gifts and business entertainment, enhance our whistleblower system, and check the state of legal compliance.

Structures

We have established a Corporate Ethics and Human Rights Committee to discuss important management matters related to corporate ethics and human rights, and we work to reduce compliance risk while drawing on advice from outside experts.

We also endeavor to ensure steady progress on matters

deliberated by the committee by assigning corporate ethics and human rights administrators and implementation coordinators to relevant JR-West departments and group company departments.

Education and awareness-raising

We offer rank-specific training to executives, managers, and general employees, including at group companies, as a way to provide education and awareness-raising in corporate ethics. Based on growing awareness of the SDGs in recent years and on the increasing diversity and complexity of the concept of human rights, we not only work to prevent misconduct, as we have done before, but also give priority to measures that deepen understanding in keeping with global trends, such as the relationship between business and human rights.

We give all employees a Compliance Handbook that explains topics such as bribery, improper transactions, insider trading, information leaks, and relationships with antisocial forces. We also regularly publish and post at each workplace a compliance newsletter addressing familiar compliance topics based on the results of our corporate ethics questionnaire, social trends, and other developments in an effort to spread awareness of compliance issues.

Corporate ethics questionnaire

Each year, we administer a corporate ethics questionnaire to monitor our corporate culture and look for signs of misconduct.

In addition to reporting them to top management and sharing information about compliance issues, we use the results of the

questionnaire to study measures for preventing misconduct.

Whistleblower system

The JR-West Group has established an Ethics Office and an outside hotline (at a law office) to accommodate contacts from whistleblowers and requests for advice concerning corporate ethics and human rights in keeping with the provisions of the Whistleblower Protection Act and other regulations. We have also established a hotline for use by employees of business partners of JR-West Group companies. This way, we are striving to build a "self-cleansing" corporate culture by quickly identifying and dealing with fraud and other unacceptable conduct.

We also made significant revisions to our internal rules following the enactment of the revised Whistleblower Protection Act in June 2022. We are working to strengthen protection for whistleblowers by, for example, identifying employees who are performing jobs that make them eligible for whistleblower

status, expanding the range of reportable incidents, and taking steps to ensure independence from executive leadership.

