



# Human resource strategy

The business environment surrounding the JR-West Group has changed significantly, and with the change in business strategy, our human resource strategy has also reached a major turning point.

In the Long-Term Vision and Medium-Term Management Plan 2025, we have set the challenge of expanding the life design field while improving the quality of business in existing fields, mainly in mobility services. With this business portfolio transformation, we will also greatly transform the portfolio of human resources, which drives our strategies, and transform ourselves into an organization comprising diverse human resources.

The JR-West Group believes that human resources are the largest source of all value. By maximizing their strength, we will realize Our Purpose and Long-Term Vision, grow into a corporate group that will create value on a sustained basis, and improve corporate value.

## Basic concept of human resource strategy

The three pillars of the JR-West Group's human resource strategy are human resource cultivation, diversity and inclusion, and work engagement.

To achieve a diverse human resource portfolio, we have defined the **human resources to be cultivated**, the **organization to be built**, and the **culture to be fostered**. We have formulated and are carrying out various initiatives based on the three pillars of the human resource strategy.

Through these initiatives, we support the growth of each group employee, build a human resource portfolio equipped with the ability to respond to and create change by enhancing diversity and job satisfaction, and maximize and bring together the power of each employee. This creates a virtuous cycle in which employees and the company grow together and continue to meet the expectations of customers and shareholders.

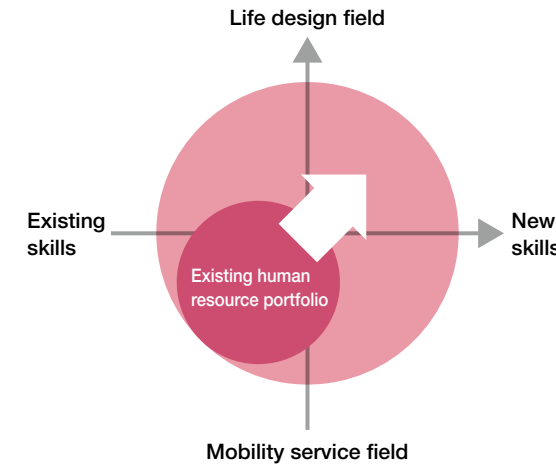
## Human resource portfolio transformation

To achieve the Long-Term Vision, we are moving from a portfolio of highly homogeneous human resources to a portfolio of diverse human resources to grow into a corporate group that continues to create value.

## Setting KPIs to create value

In order to implement the human resource strategy linked to the Long-Term Vision and Medium-Term Management Plan 2025, we have set KPIs for fiscal 2028 for each of the three pillar strategies to visualize the progress of various measures and build a mechanism that can quantitatively measure their effects.

Regarding the KPIs for each strategy, we monitor progress every quarter, and we will work to make our human resource measures highly effective by improving them according to the situation.



## Towards a diverse human resource portfolio

### Human resources to be cultivated

Human resources who can take ownership of changes in society, autonomously **change themselves to their ideal self**, and **create new value**  
= Human resources who demonstrate **initiative** and **autonomy** and have diversity in skills and experience

### Organization to be built

An organization that is unified as a group and creates new knowledge through diversity  
= A corporate group that demonstrates **synergy** and transforms **diverse** individualities into strengths

### Culture to be fostered

A culture where employees can empathize with Our Purpose, gain energy from their work in a trustworthy team, and work hard with enthusiasm  
= A culture that creates a **high level of work engagement** and a sense of growth

### Human resource cultivation

### Diversity and inclusion

### Work engagement

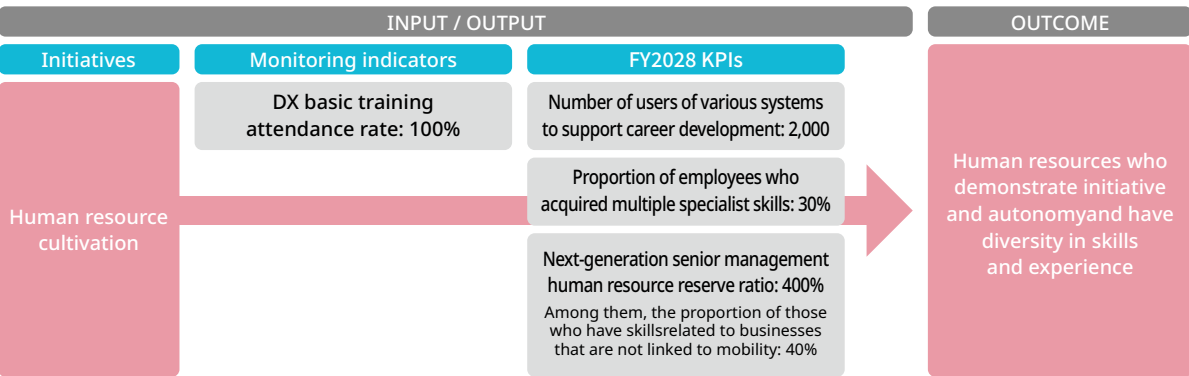
## Human resource cultivation

## Basic concept of human resource cultivation

In order to grow into a corporate group that will continue to create value in a greatly changing business environment, it is essential for each employee to independently build their own career and actively increase their expertise.

The JR-West Group is creating an environment where each

employee can envision their ideal career based on their own aspirations and life events, develop their skills, and make career choices to achieve it. Each employee accumulates the skills and experiences they desire, enhancing the ability of human resources to create value.



## Expanding opportunities for self-motivated career development

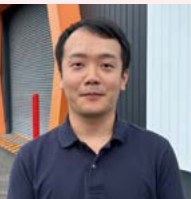
We believe combining employees' diverse knowledge and experience leads to innovation and a greater ability to respond to change.

Through the introduction of systems and the establishment of an environment that allows each employee to actively and autonomously engage in career development, we are expanding opportunities for proactive learning and taking on challenges and stimulating willingness to grow. This creates a virtuous cycle in which employees further enhance their own expertise. In this way, we are creating a large number of human resources with diverse skills and experience, and through their growth, we maximize the power of individuals and the organization.

### Specific initiatives

- Expanding career choice opportunities through open position recruitment
- Expanding the Off-JT menu and support to acquire qualifications
- Encouraging side jobs through the sub-career system and supporting the acquisition of external experience through external dispatches
- Providing support for new business creation and commercialization opportunities through the Innovation Creation Program

- Open position recruitment program**  
This program recruits human resources from all employees to oversee new businesses and projects.  
73 people applied in FY2023
- Lump sum payment for acquisition of qualifications**  
This system pays a lump sum to cover the cost of acquiring public qualifications and to encourage the acquisition of qualifications.  
544 people applied in FY2023
- Sub-career program**  
This program lets employees work at another company for up to eight days every month.  
42 people applied in FY2023
- 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.  
1 person applied in FY2023
- Innovation creation program**  
This program solicits ideas that aim to create innovation in new and existing businesses from all employees of the JR-West Group.



Seconded to Man-Machine Synergy Effectors, Inc.  
**Ryu Kawauchi**

## Creating new value and improving responsiveness to change

In view of my future career, since October 2022 I have been seconded to Man-Machine Synergy Effectors, Inc., a technical startup and a JR-West business partner, through the open position recruitment program.

At Man-Machine Synergy Effectors, I work on operational reform, mainly in the HR and general affairs departments. My job includes daily administrative tasks and systematizing various internal operations for business

expansion and digital transformation. In addition, by strengthening internal controls through the establishment of an internal system, I work hard every day to accelerate corporate growth from the back-office departments.

After returning to JR-West, I want to contribute using my experience in this startup company to respond to the rapidly changing external environment as a member of the JR-West Group.

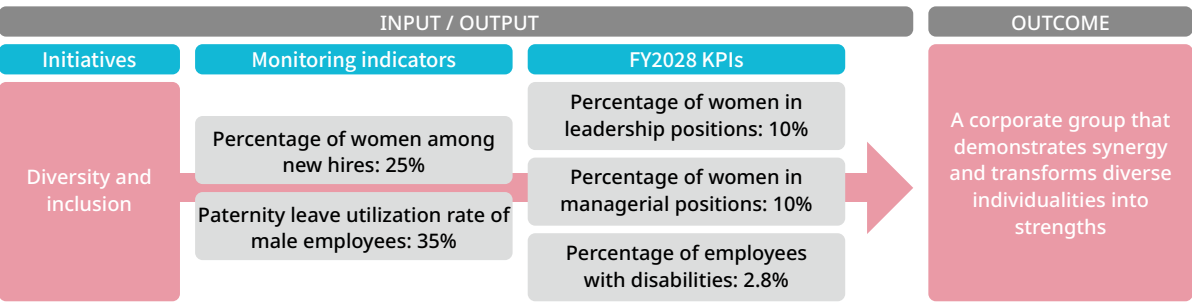
Human resource strategy

Diversity and inclusion

Basic concept of diversity and inclusion

We regard nationality, age, disability, gender, sexual orientation, values, experience in childcare and nursing care, experience inside and outside the company, and other aspects as important individualities possessed by each employee. By recognizing and combining these diverse individualities, we aim to create new

value. We will continue to position women’s advancement in the workplace as an important issue in the future. We will carry out initiatives from the perspectives of growth support, environmental improvement, and career development so that female employees can realize the careers they envision.



Human resource recruitment

As a source of value creation to take on new fields while ensuring the quality of our businesses in existing fields, we strive to hire a diverse range of individuals. We actively recruit women, mid-career professionals, foreign nationals, and people from both inside and outside the JR-West Group.

Environmental improvement

In order to support the balance between work and childcare/nursing care, we have prepared an environment that makes it easy to work in accordance with the employee’s life stage, such as by revising work systems and providing health support. As a result of the childcare–work support meetings, which were held to confirm whether employees whose spouses gave birth would take childcare leave, the percentage of male employees taking paternity leave exceeded 50%.

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 Iwill Co., Ltd. Some 180 employees with disabilities fulfill responsibilities in fields such as printing and healthcare at JR-West Iwill.

Work style reforms and work-life balance

We strive to improve work-life balance by establishing an environment where each employee can maximize their potential and perform their work efficiently and productively.

Support for growth

We carry out various initiatives to facilitate the growth of female employees, such as introducing a mentoring system and holding meetings with senior employees. The aim is to demonstrate various role models and build a network among female employees.

Career development

In order to enable employees to continue their career along with various life events and play an active role, we are restructuring career steps and actively dispatching employees to external training.

Diverse work styles

As an assistant manager of a crew unit, I provide guidance to crew members. I used the short working hours system until my child was three years old, and I currently use the reduced working days system. In addition to regular holidays, I take two days off each month because I work overnight once or twice a month. Since my husband also works overnight, we share



Assistant manager,  
Amagasaki Train Drivers and  
Conductors Unit  
**Emiko Kobayashi**

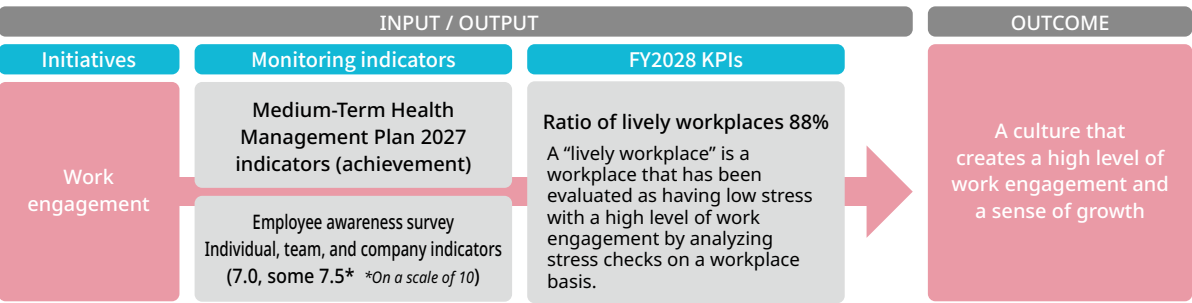
childcare and housework, with each of us taking turns when we are at home. JR-West has systems for childcare, and ensuring a good balance between work and childcare is standard practice in the company. As an assistant manager, I want our staff members to understand and respect each other’s situations, such as those with childcare and nursing care issues and those who back them up in work.

Work engagement

Basic concept of work engagement

Human resources are “capital with heart,” and the performance of each employee changes greatly depending on their relationship with the company and the team. We aim to foster and establish an organizational culture where employees can work enthusiastically by sharing Our Purpose as a common

value and by ensuring that employees gain a real sense that their work will lead to an ideal career. In this way, each employee can aim for and experience growth through work based on a high level of work engagement.



Real-time problem understanding and follow-up

Every quarter since fiscal 2024, we have asked questions strongly related to work engagement in a lively workplace creation questionnaire and conducted simple measurements. We carry out efforts to achieve a lively workplace ratio of 88% by frequently measuring and giving feedback on the performance status of employees and the usefulness of initiatives at each location and steadily running the PDCA cycle.

Medium-Term Health Management Plan 2027

We regard the health of employees as an important management resource and aim to support the health of each employee by utilizing our strength of owning a medical institution. We have set a total of 10 target indicators related to mental health, the health of female employees, the prevention of diseases, and the improvement of lifestyle habits.

Medium-Term Health Management Plan 2027 targets



Third-party evaluations

In a health management awards program run by the Ministry of Economy, Trade and Industry, which is based on a survey on health and productivity management, we have been certified as a Health and Productivity Management Outstanding Organization White 500 company in the 2022 and 2023 surveys.



Career support for female employees with regard to health

A woman’s body faces unique health challenges that vary from life stage to life stage due to the influence of female hormones. Many female employees feel burdened by health problems as they work, which can cause them to be unable to perform to their full potential.

So that female employees can make career choices



Chief physician,  
Health Promotion Center  
**Tomoko Ogura**

according to their life stage, we have set up a health consultation service and established a gynecological outpatient clinic using female obstetricians and gynecologists. This way we are increasing opportunities for consultation and cancer screening to support both the mind and the body.



Human resource strategy

Work style reforms and development of digital human resources to realize Our Purpose

We are using tools and transforming our organizational culture to be a company that can make the most of digital technologies in order to improve employee satisfaction and realize work styles that create new value and changes in

society. To this end, we are reducing work time through the use of digital technologies, increasing the amount of time spent on thinking and co-creation among employees, and developing digital human resources.

Work Smile Project

We have selected “evangelists” to lead operational reforms from each workplace and are currently running a project of about 1,800 people. Evangelists are selected from a combination of managerial and general positions across all workplaces. They promote the use of digital tools in their own workplaces and match digital tools to daily work challenges.

In-house development

In order to achieve worksite-driven operational reforms, we are pursuing in-house development where employees themselves automate work and develop apps. The participants in the developer community actively share their own apps and exchange knowledge, such that individuals are contributing to operational reforms even in areas beyond the organization.

Active in-house developer

I developed a number of apps with colleagues at Hakusan Depot, where I worked until May 2023, that can improve the efficiency of inspection and repair of Hokuriku Shinkansen cars. By replacing information managed by paper ledgers and communications done by phone and email with apps, there were positive changes in many ways, including not only improving efficiency but also preventing human errors and improving IT literacy. Developing these apps, studying the system for developing apps, and overcoming challenges have also led to my own growth.



Rolling Stock Department,  
Railway Operations Headquarters  
(former rolling stock management  
staff member, Hakusan Depot)  
**Seiji Takatsuka**



An environment where each employee is connected

By lending a PC or smart device to all employees, including front-office departments, all employees can be digitally connected. This allows active communication across the organization, improved operational efficiency, and quick decision making. In addition, as part of our operational reforms, we are pursuing data governance and using generative AI, while balancing utilization and security.

Developing digital human resources

We are developing digital human resources according to their roles and characteristics so that all employees can make the most of the real-world and digital opportunities in their daily work. In addition, we are actively recruiting mid-career digital human resources who can immediately contribute to the various digital measures that are currently in progress.

We also encourage each employee to voluntarily acquire knowledge by offering lump sum payments for acquiring official digital-related qualifications and covering part of the examination fee for such qualifications. We will continue to strengthen digital human resources across the entire Group as we strive to create new value and enhance our ability to create change.

To address the shortage of digital human resources in society in general, in October 2023 we established subsidiary Trailblazer Inc. to recruit and cultivate advanced digital human resources. These individuals will be assigned to various projects to accelerate the realization of the JR-West Group’s digital measures.

Advanced digital human resources  
About 400 people

Assigned to data analysis training and core human resource training for startups and information security

DX promotion key persons  
About 4,000 people

Key person training for work style reform, in-house development, information security, etc.

All employees  
About 45,000 people

Education on basic digital knowledge and expansion of external distance learning

Goals for FY2026 (numbers are consolidated)

Non-financial data (human resources)

	Item	Unit		Results				Remarks (scope of reporting, etc.)
				2019	2020	2021	2022	
Human resource cultivation	Total training hours	Hours	*1	-	-	355,531	454,914	Regular employees
	Training time per employee	Hours	*1	-	-	11.1	20.2	Regular employees
	Qualifications acquisition support	Persons		538	397	670	544	
		Thousand yen	*1	9,300	7,310	13,350	10,414	
	Training attendance rate of new managers	%	*1	98.1	100	100	100	Regular employees excluding healthcare workers
	Internal promotion rate of managers	%	*1	99.8	99.7	99.6	98.6	Regular employees excluding healthcare workers
	Internal promotion rate of executive officers, etc.	%	*1	97.2	97.3	97.3	97.7	Executive officers (including director and executive officers), group executive officers, administrative officers, technical offices
	Next-generation senior management human resource reserve ratio	%	*1	-	-	-	167	Candidate readiness rate for key positions
Diversity and inclusion	Full-time employees	Persons	*2	32,101	31,906	31,173	29,665	
	Part-time employees	Persons	*2	230	333	426	511	
	Percentage of female employees	%	*2	14.1	14.4	14.8	14.8	
	Percentage of employees rehired after retirement	%	*2	8.4	11.1	13.6	15.2	
	Percentage of fixed-term contract employees	%	*2	5.8	5.0	3.8	3.0	
	Percentage of mid-career hires	%	*2	10.4	11.8	12.9	13.8	Regular employees
	Percentage of managers	%	*2	5.4	5.6	5.7	6.1	Regular employees
	Percentage of women among managers	%	*2	2.2	2.3	2.3	2.3	Managers. 2.6% as of March 31, 2023
	Percentage of mid-career hires among managers	%	*2	4.3	4.3	4.3	4.2	Managers
	Percentage of women in leadership positions	%	*2	2.7	3.2	3.9	4.6	Regular employees. 5.9% as of March 31, 2023
	Number of career-track foreign employees	Persons	*2	8	9	11	11	Regular employees
	FTE (full-time equivalent)	FTE	*2	32,249	32,109	31,420	29,953	Calculated based on standard working hours (7 hr 45 min)
	Percentage of employees with disabilities	%	*3	2.69	2.85	2.83	2.86	Total including special subsidiary JR-West Iwll Co., Ltd.
	Percentage of employees belonging to a labor union	%	*2	96.5	96.5	96.6	98.2	Regular employees
	Percentage of employees covered by collective agreements	%	*2	96.5	96.4	96.6	98.2	Regular employees
	Number of directors	Persons	*1	15	15	13	17	
	Number of female directors	Persons	*1	1	1	1	2	
	Percentage of women among directors	%	*1	6.7	6.7	7.7	11.8	
	Number of outside directors	Persons	*1	5	5	5	8	
	Percentage of outside directors among directors	%	*1	33.3	33.3	38.5	47.1	
	Executives	Persons	*1	47	49	47	52	Directors, Audit & Supervisory Board members, executive officers, group executive officers, administrative officers, technical offices
	Number of female executives	Persons	*1	2	3	3	4	
	Percentage of women among executives	%	*1	4.3	6.1	6.4	7.7	
	Mean wage (men)	Thousand yen	*1	6,516	6,060	5,632	5,868	All employees including part-time employees
	Mean wage (women)	Thousand yen	*1	4,482	4,359	4,209	4,552	All employees including part-time employees
	Number of new regular employees	Persons	*1	981	837	622	360	
	Number of new female regular employees	Persons	*1	258	212	191	113	
	Percentage of women among new regular employees	%	*1	25.7	24.7	29.7	31.4	
Work engagement	Average cost of hiring per FTE	Thousand yen	*1	249	244	236	271	Excluding healthcare workers and managers
	Retention rate of new graduate hires (after 3 years)	%	*2	94	93	92	94	Regular employees excluding healthcare workers
	Retention rate of new graduate hires (after 5 years)	%	*2	91	89	91	88	Regular employees excluding healthcare workers
	Employee turnover rate	%	*1	-	-	5.3	6.1	
	Voluntary turnover rate	%	*1	-	-	2.4	2.6	
	Number of employees taking childcare leave	Persons	*1	-	-	1,315	1,335	
	Number of men taking childcare leave	Persons	*1	-	-	572	625	
	Paternity leave utilization rate of male employees	%	*1	22.0	31.5	37.8	54.8	
	Return-to-work rate after childcare leave	%	*1	99.3	99.2	98.7	98.9	Regular employees
	Percentage of employees who came back after childcare leave	%	*1	-	-	92.8	98.4	
	Number of employees using reduced working days system	Persons	*1	485	569	623	740	Work system that allows employees to reduce the number of working days per month by 2, 4, or 8 days
	Number of employees using short working hours system	Persons	*1	154	166	174	165	
	Number of employees taking nursing care leave	Persons	*1	23	21	21	13	
	Total actual hours worked per employee per year	Hours	*1	1739.6	1743.3	1743.8	1726.2	Regular employees and senior (rehired) employees
	Monthly average overtime hours per employee	Hours	*1	12.3	9.1	9.1	10.6	Regular employees and senior (rehired) employees
	Annual paid leave utilization rate	%	*1	91.0	86.5	86.5	97.5	Regular employees and senior (rehired) employees
	Percentage of employees who were found to have problems on regular health checks	%	*1	46.9	46.2	47.3	46.2	
	Percentage of smokers	%	*1	25.3	23.2	22.8	22.2	
	Percentage of heavy drinkers	%	*1	12.5	11.5	11.2	11.0	
	Percentage of regular exercisers	%	*1	20.3	23.2	25.0	26.8	
	Response rate to physician referrals based on regular health checks	%	*1	66.4	61.4	60.1	56.5	
	Percentage of comprehensive health exam recipients	%	*1	47.9	43.4	46.8	48.1	
	Percentage of specific health guidance recipients	%	*1	67.0	76.8	72.2	75.8	
	Percentage of employees experiencing high stress	%	*1	4.5	4.9	5.0	5.5	
	Ratio of lively workplaces	%	*4	51	80	77	64	

\*1 As of March 31 of each fiscal year  
\*2 As of April 1 of each fiscal year  
\*3 As of June 1 of each fiscal year  
\*4 As of March 31 of each fiscal year. Percentage of workplaces whose overall health of the organization was “in activated state” in the stress check based on the new occupational stress brief questionnaire. This survey item was added in fiscal 2021.