

Non-financial data (human resources)

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Item	Unit		Results					Remarks (scope of reporting, etc.)		
			2020	2021	2022	2023	2024			
Human resource cultivation	Total training hours	Hours	*1	-	355,531	454,914	1,371,701	1,714,143	Regular employees	
	Training time per employee	Hours	*1	-	11.1	20.2	62.0	72.8	Regular employees	
	Qualifications acquisition support	Persons		397	670	544	2,164	3,223		
		Thousand yen	*1	7,310	13,350	10,414	66,979	108,733		
	Training attendance rate of new managers	%	*1	100	100	100	100	100	Regular employees excluding healthcare workers	
	Internal promotion rate of managers	%	*1	99.7	99.6	98.6	97.0	96.3	Regular employees excluding healthcare workers	
	Internal promotion rate of executive officers, etc.	%	*1	97.3	97.3	97.7	98.0	98.0		
	Next-generation senior management human resource reserve ratio	%	*1	-	-	167	221	175	Candidate readiness rate for key positions	
Diversity and inclusion	Employees	Full-time employees	Persons	*2	31,906	31,173	29,665	28,438	28,622	
		Part-time employees	Persons	*2	333	426	511	596	655	Of these, 577 are senior (rehired) employees
		Percentage of female employees	%	*2	14.4	14.8	14.8	15.2	15.3	
		Percentage of employees rehired after retirement (senior employees)	%	*2	11.1	13.6	15.2	15.6	15.3	
		Percentage of fixed-term contract employees	%	*2	5.0	3.8	3.0	2.2	2.1	
		Percentage of mid-career hires	%	*2	11.8	12.9	13.8	16	16	Regular employees
		Percentage of managers	%	*2	5.6	5.7	6.1	6.2	6.3	Regular employees
		Percentage of women among managers	%	*2	2.3	2.3	2.3	2.8	3.3	Managers (excluding employees seconded from other companies, etc.) As of March 31, 2025: 3.9% (excluding employees seconded from other companies, etc.), 4.3% (including employees seconded from other companies, etc.)
		Percentage of mid-career hires among managers	%	*2	4.3	4.3	4.2	4.5	5.1	Managers
	Executives	Percentage of women in leadership positions	%	*2	3.2	3.9	4.6	5.4	6.2	Regular employees (excluding employees seconded from other companies, etc.) As of March 31, 2025: 6.8% (excluding employees seconded from other companies, etc.), 7.0% (including employees seconded from other companies, etc.)
		Percentage of women in leadership positions (excluding managers)	%	*2	3.4	4.4	5.3	6.2	7.2	Regular employees (excluding employees seconded from other companies, etc.) As of March 31, 2025: 7.8% (excluding employees seconded from other companies, etc.), 8.0% (including employees seconded from other companies, etc.)
		Number of career-track foreign employees	Persons	*2	9	11	11	10	21	Regular employees
		FTE (full-time equivalent)	FTE	*2	32,109	31,420	29,953	28,768	29,393	Calculated based on standard working hours (7 hr. 45 min.)
		Percentage of employees with disabilities	%	*3	2.85	2.83	2.86	2.94	2.89	Total including special subsidiary JR-West Iwill Co., Ltd.
		Percentage of employees belonging to a labor union	%	*2	96.5	96.6	98.2	96.5	93.7	Regular employees
		Percentage of employees covered by collective agreements	%	*2	96.4	96.6	98.2	96.5	93.7	Regular employees
		Number of directors	Persons	*1	15	13	17	17	15	
		Number of female directors	Persons	*1	1	1	2	3	3	
		Percentage of women among directors	%	*1	6.7	7.7	11.8	17.6	20.0	
Executives	Number of outside directors	Persons	*1	5	5	8	8	7		
	Percentage of outside directors among directors	%	*1	33.3	38.5	47.1	47.1	46.7		
	Number of executives	Persons	*1	49	47	52	60	62		
	Number of female executives	Persons	*1	3	3	4	5	8		
	Percentage of women among executives	%	*1	6.1	6.4	7.7	8.3	12.9		

Item	Unit		Results					Remarks (scope of reporting, etc.)		
			2020	2021	2022	2023	2024			
Wages	Mean wage (men)	Thousand yen	*1	6,060	5,632	5,868	6,507	6,674	All employees including part-time employees	
	Mean wage (women)	Thousand yen	*1	4,359	4,209	4,552	5,203	5,461	All employees including part-time employees	
Hiring and turnover	Number of new regular employees	Persons	*1	837	622	360	683	1,596		
	Number of new female regular employees	Persons	*1	212	191	113	132	234		
	Percentage of women among new regular employees	%	*1	24.7	29.7	31.4	19.3	14.6		
	Average cost of hiring per FTE	Thousand yen	*1	244	236	271	146	200	Excluding healthcare workers and managers	
	Retention rate of new graduate hires (after 3 years)	%	*2	93	92	94	89	83	Regular employees excluding healthcare workers	
	Retention rate of new graduate hires (after 5 years)	%	*2	89	91	88	82	81	Regular employees excluding healthcare workers	
Diversity and inclusion	Employee turnover rate	%	*1	-	5.3	6.1	5.7	5.0		
	Voluntary turnover rate	%	*1	-	2.4	2.6	2.3	1.9		
	Childcare and nursing care	Number of employees taking childcare leave	Persons	*1	-	1,315	1,466	1,571	1,590	New postpartum partner leave available from October 2022
		Number of men taking childcare leave	Persons	*1	-	572	756	869	901	New postpartum partner leave available from October 2022
		Childcare leave utilization rate of male employees	%	*1	31.5	37.8	54.8	67.0	72.0	New postpartum partner leave available from October 2022
		Return-to-work rate after childcare leave	%	*1	99.2	98.7	99.2	98.6	98.6	Regular employees
	Retention rate of employees who came back after childcare leave	%	*1	-	92.8	98.4	98.6	98.4		
	Number of employees using reduced working days system	Persons	*1	569	623	740	723	827	Employees can reduce the number of working days per month by 2, 4, or 8 days	
	Number of employees using short working hours system	Persons	*1	166	174	165	112	113		
	Number of employees taking nursing care leave	Persons	*1	21	21	13	8	10		
Work style	Total actual hours worked per employee per year	Hours	*1	1743.3	1743.8	1726.2	1729.3	1720.7	Regular employees and senior (rehired) employees	
	Monthly average overtime hours per employee	Hours	*1	9.1	9.1	10.6	11.3	11.4	Regular employees and senior (rehired) employees	
	Annual paid leave utilization rate	%	*1	86.5	86.5	97.5	92.5	89.9	Regular employees and senior (rehired) employees	
Group KPIs	Sense of fulfillment	Points	*1	-	-	-	6.2	6.3		
	Pride	Points	*1	-	-	-	5.7	6.1		
	Purpose	Points	*1	-	-	-	4.3	6.4		
Work engagement *	Health	Percentage of employees who were found to have problems on regular health checks	%	*1	46.2	47.3	46.4*	46.4	47.7	
		Percentage of smokers	%	*1	23.2	22.8	22.3*	22.1	21.3	
		Percentage of heavy drinkers	%	*1	11.5	11.2	11.1*	10.7	6.0	
		Percentage of regular exercisers	%	*1	23.2	25.0	26.9*	26.5	34.6	
		Response rate to physician referrals based on regular health checks	%	*1	61.4	60.1	56.7*	57.6	58.0	
		Percentage of comprehensive health exam recipients	%	*1	43.4	46.8	48.7*	49.4	49.0	
		Percentage of specific health guidance recipients	%	*1	76.8	72.2	76.3*	77.1	73.3	
		Percentage of employees experiencing high stress	%	*1	4.9	5.0	5.5	6.0	5.8	
Lively workplace rate	%	*4	80.0*	77.0	64.3*	60.0	70.7			

*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.
 * Partially revised from the figures published last year.