



TITLE OF PRESENTATION: Safety Plan 2008 (Back to Basics and Renewing Safety Strategies)

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INTRODUCTION

Since East Japan Railway Company (JR East) was established in April 1987, there have been three 5-year plans (First Safety Investment Plan (FY 1989-1993); Basic Safety Plan (FY 1994-1998); Safety Plan 21 (FY 1999-2003)) all emphasizing the paramount importance of safety in JR East's business of creating an even safer railway system. As a result, a steady improvement in safety was achieved with the number of railway accidents dropping dramatically from 376 in fiscal 1987 to 96 in fiscal 2003.

However, although they have not resulted in serious accidents, there are transportation problems, which required caution and caused passengers trouble. Therefore, further safety improvements are required.

Consequently, we newly made the 5-year plan, "Safety Plan 2008 (Back to Basics and Renewing Safety Strategies) in order to achieve a transport network with zero risk of accidents causing death and injury to passengers and zero risk of accidents causing death of employees within the JR East Group, based on the following four pillars.

1. Intensive installation of safety facilities
2. Raising level of safety
3. Reforming safety management
4. Creating safety culture

THE POINT OF VIEW OF THE PLAN DECISION

Present subjects in the JR East Group include the following.

- a) Development of safer railway operations and maintenance systems depends on further systematization of those parts that rely on human factors, such as attention and concentration.
- b) In addition to introducing new technologies, it is necessary to build accurate responsive organization systems.



- c) The impending retirement of large numbers of experienced employees is bringing the company to a time when most work must be handled by young employees.
- d) Railway maintenance work today has changed to a system in which various types of work are performed by different companies within the JR East group. Assuring future safety requires creation of a system of closely integrated communications between these various partners.

FOUR PILLARS OF SAFETY PLAN 2008

1. Intensive installation of safety facilities

Building an absolutely safe railway means thoroughly reappraising the safety weaknesses of the current systems, completing the installation of important and effective safety facilities and planning measures to prevent serious accidents. During the three previous 5-year plans, a total of ¥400 billion has been invested in safety facilities (including maintenance and renewal) and plans for further installation of safety facilities are in progress.

- a) Preventing train collisions due to running through red signals
- b) Preventing excessive speed in sections with temporary speed restrictions
- c) Securing safety during maintenance work
- d) Promoting installation of systems to ensure that train operations management structures are centered on train dispatchers and train crews
- e) Strengthening parts of ground and rolling stock facilities where redundancy is not possible
- f) Preventing level-crossing accidents
- g) Preventing platform accidents
- h) Disaster countermeasures
- i) Documenting past major accidents and failures

2. Raising level of safety

A fundamental part of systems supporting the safety of railway operations is ensuring that basic safety actions, such as stopping services in the event of an incident and securing against the danger, are followed. It is important to prevent accidents, raise safety and minimize transport disruptions, leading to more reliable services. Moreover, ensuring basic safety actions reduces the number of instances when problems must be handled. To ensure that problems do not occur, planning increases in the reliability levels of both rolling stock and infrastructure is absolutely essential.



To this end, cooperative links are being forged with railway safety promotion committees; committees for improving transport stability are being established; and policies related to safe transport are being settled on.

3. Reforming safety management

Safety Plan 2008 is our strategy for responding quickly and accurately as a group to the changing environment surrounding JR East.

- a) Building safety promotion throughout entire the JR East Group's railway business
- b) Building a new signal system concept
- c) Improving knowledge and skill levels of driving operations in stations and car depots
- d) Assuring safety through proper teaching, education and training
- e) Building earthquake disaster management systems
- f) Building risk evaluation

4. Creating safety culture

<Thoroughly grasping nature of accidents and their signs with certainty and executing basic actions>

Having a good grasp of accidents and their signs is the key to understanding whether or not the close interactions between people (employees), facilities and rules are being maintained.

For this reason, in addition to having a correct understanding of safety systems, it is also necessary to obtain a thorough grasp of the background causes through use of analytical methods such as 4M4E.

Additionally, a fundamental point in assuring safety is ensuring that basic actions are always performed correctly day-after-day. Every employee must consider what constitutes basic actions and act upon them.

<Rooting out hidden signs leading to accidents>

There are always worries about safety and how to root out the signs of near misses so that similar circumstances will not lead to a future accident. To overcome these worries, every employee must adopt a positive attitude in acting to rooting out the signs of near misses and accidents and in proposing countermeasures.



SLOGAN

- Further Safety Challenges-

1. Safety can be achieved only with the contemplating and executing of safety by each individual employee.
2. The foundation of better safety is continuing to make a daily effort - no matter how small - towards improving safety, and this is the driving force in earning customers' faith.
3. To this end, we must meet the challenges, bearing in mind the concept of returning to basics, learning what needs to be learned, and doing what needs to be done.