

Pledge of Safety

ANA Group Safety Education Center



Senior Executive Vice President Suguru Omae (Chief Safety Officer)



In the following interview, Senior Executive Vice President Suguru Omae, Chief Safety Officer of the ANA Group, discusses the Group's overall perspective on flight safety and the ANA Group Safety Education Center (ASEC) launched in January 2007.

Tell us about the ANA Group's perspective on safety.

Our Safety Principles says it all—that “safety is our promise to the public and the foundation of our business.” The ANA Group thus provides air transport operations based on a foundation of security and reliability.

Aviation accidents are particularly heart-wrenching. My feeling of regret toward passengers and their families who suffered in past accidents hasn't changed to this day. Fortu-

nately, we haven't experienced any accidents resulting in fatalities since 1971. Still, this fact alone doesn't guarantee future safety.

Each flight involves many ANA Group employees. Each and every employee must observe laws and regulations, always pay attention and carry out their daily tasks with a sense of tension. There must be good communication in the workplace where all can express themselves. These points are extremely important in maintaining flight safety. I'm certain that if they are followed we can prevent the recurrence of dangerous incidents, minimize risks and achieve even higher levels of safety.

What efforts are underway to ensure safety?

ANA flights are operated by seven Group airlines. To ensure safety at each, we promote Groupwide activities centering on the Corporate Safety & Audit division.

Japan's Civil Aviation Law was revised in October 2006 and now mandates that all airlines establish a Safety Management System (SMS). This is a system where all employees—from top management to the rank and file—take concerted actions in every aspect of air transportation safety.

SMS involves top management taking the initiative in the organization's pursuit of safety; establishing and promoting safety-related principles and policies; and systematically selecting, analyzing and assessing factors that might undermine safety, taking measures as needed.

As Chief Safety Officer and Chairman of the Group Safety Promotion Committee, it's my job to monitor the progress of each issue and make sure that any necessary measures are implemented in a timely manner. But for SMS to be truly effective, you need to raise employee awareness through safety education. For this reason we launched the ANA Group Safety Education Center (ASEC) in January 2007.

Exhibits of three major accidents



Outline of ANA Group Safety Education Center

Through such media as news clippings and videos of aviation accidents, the ANA Group Safety Education Center (ASEC) is an educational facility to raise safety awareness in employees and impress on them the individual responsibility that comes with working at a public transportation provider.

At ASEC, employees come face to face with ANA Group accidents—such as the Tokyo Bay crash, Matsuyama accident and Shizukuishi collision—so that they will not be forgotten. The facility also shows employees how accidents can occur, including through human error, to think about how to ensure flight safety.

Although intended as an educational facility for ANA Group employees, visitors interested in air safety are welcome when courses are not in session. For details please see our website.

URL
<http://www.ana.co.jp/ana-info/ana/lounge/education/asec.html>
(Japanese)

Responsibility to Society, Contributions to the World



Learning from past accidents

What prompted the decision to launch the ASEC?

More than 35 years have passed since the Shizu-kuishi accident. Some 95% of current employees joined the company after the accident. Since the number of employees who experienced the accident is decreasing, 12 employees, mainly from Passenger Services, came up with the idea of creating a facility dedicated to remembering the accident called “Learning from the Past.”

Most of the young employees who suggested the idea have, of course, never experienced an aviation accident. Because the underlying concept—that tragic accidents should not be forgotten—was from such young employees, it really made a splash. I myself was touched by these employees wishing to create a facility to educate succeeding generations.

In setting up the ASEC, deciding what to present and how to present required careful consideration. Numerous people contributed; the facility is full of their feelings.

What characteristics does it have?

The ASEC is a place that impresses on all employees the ANA Group Safety Principles and

helps them maintain a sense of tension and a shared sense of purpose.

Its basic purpose is to remind all employees at the ANA Group of the seriousness of air accidents and to encourage a shared determination to prevent them.

While the above purpose has great value, we made it something more by incorporating various educational ideas to make it useful in daily work. One such idea is the “Human Error Experience Corner” produced with professional advice. So it’s a place for both feeling and learning, where you can learn how accidents happened and even experience the errors leading up to them on computers.

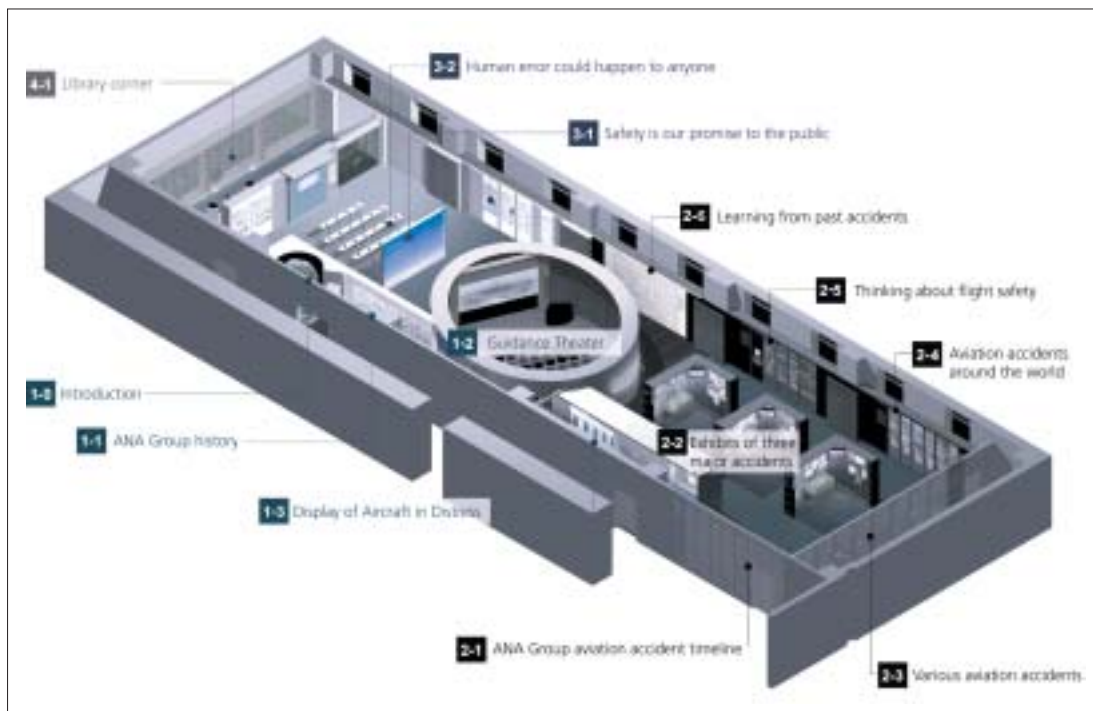
Are you saying that human error is a major cause of accidents?

That’s correct. Rather than technical malfunctions, about 70% of aviation accidents are caused by human error. Technologies have come a long way and we have highly advanced aircraft, but without human hands to steer, input data, confirm and so on, we cannot fly them. So unless we solve issues surrounding human error, we cannot expect to improve safety.

The ANA Group has been pursuing human



Learning about human error



ANA Group Safety Education Center Floor Plan

error issues for more than 20 years. We have studied them systematically and compiled the results into pamphlets and training programs. We also compiled an *Examples of Human Error* guide to introduce specific instances from the past and thereby control human error, which, alas, we can never eliminate entirely.

What results are you expecting from the ASEC?

This facility doesn't simply show us how frightening accidents are. The sorrow and agony of remaining family members—which you may feel if you imagine the time when you lose your own parents—are unthinkable. I want visitors to acquire firsthand knowledge to lessen the possibility that they might cause an accident. I hope the facility will make you think, learn how to avoid hazards, and motivate you into action.

Since most accidents are caused by human error, what can we do to avoid it, and what should we do if and when it happens? The answer is to think hard and learn. Even employees not directly involved in flight operations can

learn the facts behind accidents we've experienced. We are planning for all Group employees to visit over the next three years, which I expect will enhance our culture of safety.

I would like all employees to come and see it not just once, but twice, thrice, and each time there is a need. This facility is the starting point of our safety. It is very valuable.

What are your future hopes for Group safety?

We should never have accidents. I feel very strongly about it. When it comes to creating a corporate culture that prioritizes safety, your work is never done. Making sure that everyone is in fact prioritizing safety is extremely important. I would like to raise awareness of safety across the entire ANA Group and make the culture to protect it a universal one. I would like us to continue to be an airline that never compromises on safety, always making persistent efforts into the future, and always earning the trust of customers and society.

Comment from Originator
Passenger Services is the initial point of contact for customers at the airport. When a major accident occurs in the airline industry, we are often asked by customers if ANA is safe, and from this grew the notion that solving customer anxiety requires effort on the part of all employees.

Then, in April 2005, an accident occurred on the JR Fuku-chiyama Line. From the many magazine articles on safety that followed, I learned that East Japan Railway Company has an exhibition facility focusing on accidents, and I thought: if ANA had such a facility, awareness for safety might increase. This is how I came to propose the facility.

With the cooperation of 12 members from other sections in the ANA Group, the facility was created not just as a display, but as one for learning; we wanted it to show the whole truth, make us think about safety and learn from past examples. I hope the facility will help everyone at the ANA Group become more safety-conscious.



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