

Third-Party Opinions on Safety

The ANA Group Safety Advisory Panel

The ANA Group Safety Advisory Panel, held in 2006, aims to include in our safety measures advice from knowledgeable third-parties regarding our systems and approaches to safety.

Valuable Comments

Six eminent persons from diverse fields including manufacturing, transportation, medicine and academia provided the following valuable comments during the four sessions held in FY2006.

1. Overall safety structure

Organizational structures consisting of an implementation section and company-wide safety promotion section, such as ours, are common. In this case, safety and quality are generated at the production stage, and the implementation section tends to have more power. Top management should give the safety promotion section more authority to check the implementation section so that the latter will not fall into sectionalism and the former will be positioned higher in the company.

2. Thorough implementation of safety principles

The most important thing is for top management to take a strong interest in safety. And this should be visible to employees, who will then see that the necessary resources are being allocated. Face-to-face exchanges between top management and frontline employees are effective. Those in middle management should have a full understanding of safety and be able to accurately communicate management plans to subordinates.

3. Collection of safety-related information

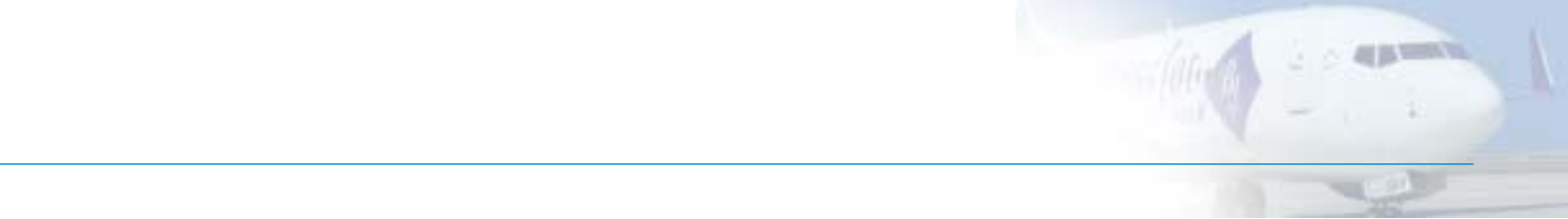
Collecting safety-related information is emphasized at many companies not only as a preventative measure but also to strengthen the corporate cul-



Inspection at Airframe Maintenance Center



Operation Control Center



ture. The notion that repeating the same mistake is a huge problem must be instilled. The reporting of mistakes should be forthcoming without fail, whistleblowers should not be penalized, and organizational measures to prevent recurrences should be taken not only locally but at other sections as well.

4. Measures against human error

There is no quick fix for human error. Various approaches need to be taken continuously. And although human error can never be eliminated entirely, ANA's current education and training can greatly reduce its likelihood. Improving facilities and infrastructure can also help lessen the possibility of human error.

5. Creating a safety culture

Top management can create a superior safety culture by adhering to the corporate policy of prioritizing safety and by taking specific, earnest actions that

send a positive message to employees. Building a safety culture takes time and requires continuous improvements. In major industries the levels of safety and quality are already high, and there is no instantly effective measure to further improve them. For this reason the steady implementation and refinement of measures is very important.

Incorporating the Comments

Based on these comments from the distinguished members, future ANA Group will: (1) strengthen the functions of the Corporate Safety & Audit Division; (2) hold direct talks continuously, and enhance the Safety Top Caravan; (3) further facilitate the reporting of

safety information; (4) hold human error education continuously for operating sections while expanding it to other sections; and (5) use the ANA Group Safety Education Center for all Group employees and study how to better gauge the retention rate.

While the panel favorably evaluated approach to safety taken by the ANA Group, which has not experienced accidents resulting in fatalities for more than 35 years, they did comment that further efforts are necessary to cement safety as one of the ANA Group's core values.

The ANA Group has formulated specific action plans for each of the above points and already started to implement them.

ANA Must Create Its Own Safety

—Yuki Shuto, panel member

Director, Research Institute for Social Safety

In the study of human factors, my specialty, there are many issues common to other technological fields, so it is not unusual to proceed in a cross-sectional manner. Still, I was a little concerned whether the discussion would work with participants from such diverse backgrounds.

Once the conference began, however, I realized that my concern was utterly groundless. There were many common points for safety: for instance, that top management's attitude is important; that safety sections must be given a firm budget and authority; and that safety principles must be expressed in words chosen with utmost attention and care.

Of course, airlines are a bit different. While examples from other industries are helpful, they offer no panacea. I think it became clear that the ANA Group has to create its own methods while learning from the approaches being taken in other fields. Harsh comments to the effect that ANA is quite lax were expressed as well. I hope that such discussions will help bring about enhanced safety efforts at the ANA Group.

