



Employee Communication

The ANA Group values communication with employees, from talks with labor unions on the working environment, to the direct talks we frequently hold where employees can meet top management for frank discussions.

■ Direct Talks with Management

We encourage direct dialogue between employees and top management. In these talks, the management representatives share their thoughts on Group matters of the day and future directions, while employees express how they see the situation along with any problems in the workplace. This direct communication cuts through any barriers between management and the frontline.

In FY2006 a total of 40 Direct Talk sessions were held at 12 regions, and more than 450 comments received.



Direct Talk session

■ Employee Satisfaction (ES) Survey

The ANA Group has been holding its ES survey since FY2004 to assess the progress of employee productivity. In May 2007, we launched a Labor-Management Joint ES Promotion Project, under which labor and management discuss

the survey results. We are actively working to solve problems so customers may experience our “*Anshin, Attaka, Akaruku-Genki!* (Reliable, Warm, Enthusiastic!)” character.

■ ANA Virtual Hollywood

ANA Virtual Hollywood was launched in 2004 with a view to providing Group employees the opportunity to take up challenges of their choosing—

this to encourage initiative, greater interaction and creative problem-solving. In FY2006, 22 “directors” (proposers) implemented their unique ideas.

■ Free Conversation Room

The Free Conversation Room is a BBS on the Group intranet for employees to voice opinions anonymously. Messages posted by employees range from those pointing out safety-related issues

and suggestions for improving service, to analysis of recent trends. We hope that the system will generate new ideas and insight for the benefit of all.

■ Labor-Management Relations

ANA Group operations depend on collaboration by many people in diverse positions. Communication among employees, and between labor and management, is of critical importance to the proper functioning of the business. A high level of employee motivation and skill is also of fundamental importance. Consequently, an environment conducive to communication is essential.

Mindful of these factors, we strive to maintain mutual trust and cooperation through extensive discussion and dialogue between labor and management. At the same time, we strive to contribute to society by fulfilling the ANA Group’s mission of ensuring safety while improving our services and fundamental quality.