

人事関連データ／Human Resources Data									
人員構成 (ANA) / Personnel composition (ANA)									
項目／Items			単位／Unit	2025	2024	2023	2022	2021	
従業員数／Total number of employees	*2	人	／People	13,636	12,854	12,803	13,689	15,114	
役員数／Total number of directors on board				47	47	43	43	41	
管理職数／Number of employees in senior management (managers & above)				2,789	2,815	2,776	2,875	2,830	
男性上級管理職数／Number of men in senior management (Directors level)				599	642	645	644	649	
女性上級管理職数／Number of women in senior management (Directors level)				51	48	46	43	41	
男女比率／Ratio of male to female									
男性比率／Percentage of men in employees	*2	%	%	37.2	37.3	37	36.7	37.6	
女性比率／Percentage of women in employees				62.8	62.7	63	63.3	62.4	
女性活躍推進／Promotion of participation by women									
女性従業員数／Number of women in employees	*1	人	／People	10,325	10,069	10,253	10,574	10,844	
女性役員数（取締役含む）／Number of women in directors (Include directors in board)				12	10	7	7	6	
女性取締役数／Number of women in directors on board				2	3	3	2	1	
女性役員比率／Percentage of women in directors				%	25.5	21.3	16.3	16.3	
女性管理職数／Number of women in senior management				人／People	587	570	549	525	
女性管理職比率／Percentage of women in senior management				*1*3	%	21	20.2	19.3	
障がい者雇用率／Percentage of people with disabilities in employees	*4		%	%	2.63	2.67	2.72	2.75	
障がい者雇用数／Number of people with disabilities in employees				人／People	581.5	511	543	559.5	
新入社員／Newly hired employees:									
新入社員数／Number of newly hired employees	*8*10	人	／People	887	347	46	52	843	
女性新入社員数／Number of women employees in new hires				625	186	9	8	691	
女性新入社員比率／Percentage of women employees in new hires				%	70.5	53.6	19.6	82	
勤続年数／Years of service									
従業員平均年齢／Average age of employees	*1	年	／Years	41.3	41.0	39.2	38.9	37.9	
平均勤続年数／Average years worked				14.3	16.9	14.2	13.4	12.5	
平均勤続年数（男性）／Average years employed by the company for male employees				18.5	19.8	20.4	18.9	18.8	
平均勤続年数（女性）／Average years employed by the company for female employees				11.9	11.9	11	11.1	9.4	
平均勤続年数の差異（比率）／Percentage difference in average employment years for female to male employees				%	64.3	60.1	53.9	58.9	
各種人財データ (ANA) / Human Resources Data (ANA)									
項目／Items			単位／Unit	2025	2024	2023	2022	2021	
有給休暇取得率／Percentage of taking annual paid leave	*2	%		74.6	80.2	74.7	69	47	
一人あたり月平均時間外労働時間数／Monthly average overtime hours worked per person	*2*5	時間／hours		8.9	8.2	7.3	6	3.8	
懐妊・育児休職制度利用者数／Number of employees on pregnancy or childcare leave	*2	人	／People	868	790	856	727	643	
うち、男性の制度利用者数／Number of men in employees on pregnancy or childcare leave				134	140	194	61	27	
介護休職制度利用者数／Number of employees on nursing care leave				33	22	13	17	11	
従業員の総離職率／Total employee turnover rate	*8	%		3.5	3.6	3.5	4.2	4	
従業員の自発的な離職率／Voluntary employee turnover rate		%		2.8	3	2.7	2.2	2.4	
業務上災害発生状況／Number of work-related accidents	*2	件	／Case	97	87	65	26	25	
死亡災害発生件数／Number of fatal accidents				0	0	0	0	0	
労働災害度数率／Rate of occupational accidents				%	4.9	4.38	3.47	1.29	
BMI値適正率／Ratio of employees with healthy BMI	*6								
男性／Men	*2	%	%	72.7	73.4	73.7	74.3	67.7	
女性／Women				71.7	70.8	68.4	69.1	70.1	
喫煙率／Ratio of employees that smoke									
男性／Men	*2	%	%	12.6	13.7	13.6	14.1	14.5	
女性／Women				2.1	2.2	2.4	2.3	2.6	
メタボリスク者率／Employee obesity rate	*7								
男性／Men	*2	%	%	11.0	9.5	11.1	11.2	8.2	
女性／Women				1.2	0.9	1	1.3	1.7	
身体愁訴該当率／Ratio of employees with physical ailment									
男性／Men	*2	%	%	20.5	19	20.3	15.7	29.1	
女性／Women				38.4	35.3	30.3	22.3	30.4	

*1 各年4月1日現在／As of April 1 of each year

*2 各年3月31日現在／As of March 31 of each year

*3 60歳以上除く／Excluding people who 60 years old or older

*4 各年6月1日現在／As of June 1 of each year

ANA、ANAホールディングスおよびグループ適用認定会社の合算値（障害者雇用促進法に基づいて算出）

2025-2020年：計11社（うち、特例会社1社）／

Total of ANA HOLDINGS INC., ANA, and qualified ANA Group companies (Calculated based on the Act for Promotion of Employment of Persons with Disabilities)

2025-2020: total of 11 companies including 1 special subsidiary

*5 運航乗務員・客室乗務員除く／excluding Pilot and Cabin attendant

*6 適正比率 18.5%～25%未満／Ratio of employees with BMI of 18.5%～24.9%

*7 算定基準を2018年より変更／changing Calculation Standards from this year 2017年以前：特定保健指導「積極的支援」対象者値に該当する社員の割合／Ratio of employees receiving guidance from designated healthcare professionals 2018年以降：>

*8 前年4月1日～当年3月31日まで

*9 国内採用の従業員対象

*10 運航乗務員・客室乗務員含む／including Pilot and Cabin attendant

人事関連データ/Human Resources Data (連結・単体/Consolidated/Non-consolidated)

項目/ Items	連結・単体/Consolidated/ Non-consolidated	単位/Unit	FY2024 結果(Results)
従業員数/Total number of employees	連結/Consolidated*	人 /People	44,019
地上職/Number of Ground staff			32,293
運航乗務員数/Number of Cockpit Crew			3,640
客室乗務員数/Number of Cabin Crew			8,086
管理職比率/Ratio of employees in management	連結/Consolidated	%	17.6
一般職/ Non-management level		%	37.9
		%	62.1
管理職/ Management Level		%	79.9
		%	20.1
役員/ Top Management Level		%	87.8
		%	12.2
女性初級管理職比率		%	26.0
収益を創出する職務		%	33.7
STEM領域における女性比率		連結/Consolidated*	%
障がい者雇用比率/Employees with disabilities	連結/Consolidated*	%	2.6
組合加入率/ Rate of unionization	ANA単体 Non-consolidated	%	75.2
	連結/Consolidate	%	75.0
新入社員数/Total number of new employee hires	連結	ANA単体 Non-consolidated 人/People	4,323
新入社員数/Total number of new employee hires			887
30歳未満/Under 30 years old			825
30歳以上50歳未満/30 to under 50 years old			61
50歳以上/50 years and above			1
新入社員数 (男性) /Number of new employee hires (male)			262
新入社員数 (女性)/Number of new employee hires (female)			625
中途採用数/Number of mid-career hired employees	連結/Consolidate		1,333
中途採用数/Number of mid-career hired employees			243
海外事業所雇用者数/Number of employees hired overseas			1,350
海外雇用管理職数/Number of overseas managers hired locally		ANA単体 Non-consolidated % 連結/Consolidate	239
日本雇用外国人管理職数/Number of foreign employees in management position			8
総離職率/Total employee turnover rate			3.5
30歳未満/Under 30 years old			5.2
30歳以上50歳未満/30 to under 50 years old			3.0
50歳以上/50 years and above			4.0
総離職率 (男性) /Employee turnover rate (male)			2.9
総離職率 (女性) /Employee turnover rate (female)			4.1
自発的離職率/Voluntary employee turnover rate			2.7
総離職率/Total employee turnover rate			5.3
30歳未満/Under 30 years old		% 連結/Consolidate	6.8
30歳以上50歳未満/30 to under 50 years old			3.7
50歳以上/50 years and above			5.6
総離職率 (男性) /Employee turnover rate (male)			5.1
総離職率 (女性) /Employee turnover rate (female)			7.6
自発的離職率/Voluntary employee turnover rate			4.6
男性/Male	自己都合/Voluntary		3.0
	定年退職/Retirement		1.7

女性/Female	自己都合/Voluntary	連結/Consolidate	%	6.4
	定年退職/Retirement			0.9
全従業員の平均年齢/Average age of all employees		連結/Consolidate	年齢 Years	38.2
従業員の年齢層比率/ Ratio of employee by age group	30歳未満/Under 30 years old		%	31.2
	30歳以上～50歳未満/30 to under 50 years old			47.4
	50歳以上～60歳未満/50 to under 60 years old			16.6
	60歳以上/60 years and above			4.8
属性ごとに平均年齢/ Average age of employees by occupation	地上職/Ground Staff	連結/Consolidate*	年齢 Years	39.6
	CA/Cabin Crew			36.3
	運航乗務員/Cockpit Crew			42.5
平均勤続年数/ Average years worked	男性/Male	連結/Consolidate	年 Years	13.8
	女性/Female			9.1
	合計/Total			11.3
平均年間報酬/Average annual salary	全従業員/All employees	ANAH	千円/ k Yen	7,302
男女間賃金格差/ Gender pay gap	GS職/Global Staff	ANA単体 Non-consolidated	%	77.5
	ES職/ (Expert Staff)			125.5
	CA職/Cabin Crew			163.9
	運航乗務員/Cockpit Crew			53.7
	グループ計/Group total	連結/Consolidate*		55.5
欠勤率/Absentee rate		ANA単体 Non-consolidated	%	0.02
育児休業取得率/ Ratio of male employees taking childcare leave		連結/Consolidate	%	98.6

連結 : ANAH及び連結子会社(直接出資)のうち、グループマネジメントルールを締結する連結子会社 (39社)

*上記以外

Consolidated: ANAH and consolidated subsidiaries (direct investment) that conclude group management rules (39 companies)

*Other than above