

## Kunio Yanagida

Chairperson, JAL Safety Advisory Group



## Masaru Onishi

Safety Manager\* (Representative Director and Chairman), Japan Airlines Co., Ltd.

## Kunio Yanagida (at right)

Born in Tochigi Prefecture in 1936, Mr. Yanagida graduated from the University of Tokyo's Department of Economics. He then worked as a city news reporter for NHK until 1974, when he became an author. He won the Oya Soichi Prize for Non-Fiction in 1972 for his book *Mahha no Kyofu* (Terror at Mach 1). Mr. Yanagida won numerous awards for his book *Gan Kairo no Asa* (Morning on the Cancer Corridor), including the Kodansha Non-Fiction Award in 1979, the Vaughan-Ueda Memorial Prize for freelance broadcast journalists in 1984, and the Kikuchi Kan Prize in 1995. In 2002, he received an award from the Ministry of Land, Infrastructure, Transport and Tourism in commemoration of the 50th anniversary of the development of commercial air services, for his role in raising awareness about airline safety issues. He has served as the chairperson of JAL's Safety Advisory Group since 2005.

\* Position with the responsibility and authority to supervise the Group's safety management system. Registered with the Ministry of Land, Infrastructure, Transport and Tourism under Article 103-2 (ii) of Japan's Civil Aeronautics Act.

## 1 Safety and Security

# Current Status and Future Challenges of JAL Group Safety Operations

How has the safety and security of the JAL Group changed since the corporate reorganization and subsequent relisting of shares? Kunio Yanagida, Chairperson of the Safety Advisory Group, and Masaru Onishi, Safety Manager of the JAL Group (Representative Director and Chairman), discussed the Group's recent history and current state of operations as well as challenges for the future.

### From Corporate Bankruptcy to a Turnaround, and Our Front-line Operations Today

**Yanagida** ● The Safety Advisory Group was established in August 2005 due to the repeated occurrence of safety-related problems even after a Business Improvement Order was issued by the Ministry of Land, Infrastructure, Transport and Tourism in March of that year. As Chairperson, I was responsible for writing up the Recommendations in December that would guide JAL in creating a corporate culture of ensuring safety and in restoring itself as an enterprise with high safety standards.

**Onishi** ● At the time, I was truly grateful that experts who thoroughly understood safety had conducted more than 130 hours of staff interviews to obtain invaluable, first-hand information for the Company. After the bankruptcy, we implemented various surgical actions to modify our management structure, with the most effort directed at reforming the work philosophy of our employees. Your Recommendations offered advice specifically from the standpoint of safety, but upon reviewing the Recom-

mendations after JAL's emergence from bankruptcy I realized that the importance of work philosophy reform had already been pointed out in that paper. Back then, perhaps the management of the Company had already begun to waver, and we had failed to clearly recognize that fact, or had we noticed it, perhaps we were unable to take action as a Group. Having gone through bankruptcy and the subsequent corporate restructuring, I feel we have been realizing the work philosophy reform that was pointed out in your Recommendations.

**Yanagida** ● Once an organization becomes aware of the need to transform itself, time is required to make the necessary changes. For example, it took eight years for the government to establish the Aircraft Accident Investigation Commission following a series of airline accidents in 1966. Companies, however, must act with greater speed. I think JAL has turned the bankruptcy into an opportunity to become a company that can make quick decisions. The members of the Safety Advisory Group have continued conducting onsite interviews after the bankruptcy, and motivation in the workplace began

Safety in flight is a social responsibility and a vital management issue of the JAL Group. Recognizing the need to declare our policy of safety in flight under the JAL Group Corporate Policy in tangible terms we have established the Safety Charter.

The JAL Group strives to provide customers with safe and comfortable flights.

### Safety Charter

Safety in flight operations is the very foundation and social responsibility of the JAL Group.

To carry out our mission of assuring safety, the management will exert its strong resolve and the employees will bear an awareness of their individual roles and responsibilities, and together we will combine our utmost knowledge and capabilities to ensure the safety and reliable operation of each and every flight.

In order to carry out our mission, we will;

- Perform our duties in compliance with regulations, faithfully following the basics.
- Be sure to make checks, without relying on assumptions.
- Relay information thoroughly, promptly and accurately, and ensure transparency.
- Respond to problems and issues quickly and precisely.
- Maintain a constant awareness of issues, and make necessary reforms without hesitation.

to markedly improve around the start of the third year of corporate restructuring.

**Onishi** ● Since becoming President in February 2010, I've spent as much time as possible on the front-line of our operations. We have approximately 90 branch offices where we interact with customers on a daily basis, and these essentially serve as the starting point for the JAL Group. I think you have shared my experience of getting a quick sense of how well a branch office is doing by its overall energy level. And like you, I have certainly felt that motivation is rising.

Nearly two years have passed since we began conducting JAL Philosophy education, and our philosophy has gradually taken root, which has a great deal to do with the growing motivation. Incidentally, while each Group company had provided corporate education individually in the past, this was our first attempt at corporate education intended for all JAL Group employees.

**Yanagida** ● The JAL Philosophy, safety and JAL brand constitute the three pillars of the Management Targets in your ongoing corporate restructuring efforts. Instead of addressing these elements individually, they must be expressed as an integrated concept and effectively instilled into the minds of every Group employee through education.

**Onishi** ● I see the JAL Philosophy as the foundation for safety and the brand. We are still educating employees about the basics of each of these. Since problems that arise in our front-line operations are associated with a combination of these elements, our employees need to come up with the best comprehensive response and act on it. Our training in this area has started for cabin attendants, but as the JAL Group we have only

just begun. We are therefore developing an educational system whereby employees can first obtain an understanding of each element before learning to integrate them.

**Yanagida** ● The Safety Advisory Group has consistently pointed out that ensuring safety is everyone's responsibility, regardless of their position or where they work. It is not a concern only for the maintenance crew and pilots. To ensure this awareness takes root throughout the entire Group, we strongly encourage you to establish an educational system that integrates the JAL Philosophy, JAL brand and safety.

### Significance of the Chairman's Dual Role as Safety Manager

**Yanagida** ● Mr. Onishi, you were the first person with a technical background to be appointed President and Chairman. Regardless of your additional heavy responsibility of having to deal with corporate restructuring, you have assumed the top safety-related position as Safety Manager in an effort to respond to our recommendations. I consider this highly commendable. How do you see your role?

**Onishi** ● Since joining the Company, I've always worked in the technological areas, so safety has always been my primary concern. I feel in my very bones, the critical nature of our unceasing efforts for safety. I am grateful that I've had the opportunity to serve as Safety Manager as well as President and Chairman.

Moreover, I think corporate management and safety are similar in that leadership is vital to both of them. Members of an organization observe leaders to see how they make decisions. When the issue is safety, you must maintain a solid commitment to protect it to the end, be well prepared to exercise the utmost care in planning, and finally face challenges with courage to ensure safety. You must be unwavering in your stance as you make decision after decision. Our employees always watch to see how leaders make decisions, and share the same sense of commitment as they go about their work. I think it is truly significant that being the top manager of the Company as well as the top safety officer allows me to declare my commitment to pursue management and safety as one concern from a position of authority, so that my decisions actually influence the entire Group.

**Yanagida** ● I heard that when President Ueki was appointed General Manager of Flight Operations, he requested then-Chairman Inamori to grant him the au-





thority to suspend all flights if he determined there was any danger, at a time when JAL was seeking to rationalize its operations. For me, this exemplifies the importance of deci-

sion making. I refer to this as “management that can decide” or “an organization that can decide,” and I think JAL is becoming this type of organization. Decisions are required not only by the President and Chairman but by employees at all levels of the organization, and as we pointed out in the Recommendations, JAL should completely dispel the notion that it can depend on other people’s decisions and firmly establish a decision making mentality at all levels.

**Onishi** ● As you have pointed out, decisions are not only required from top management, but also from each and every member of the JAL Group. In my earlier remark about leadership, I wanted to convey that leaders must clearly explain the background and intentions that lead to a decision as well as their underlying convictions in an effort to share with subordinates the thinking of the organization and its leadership. To that end, I think it’s important to take the initiative to explain ideas in one’s own words. It is also important to maintain a constant effort. Emphasizing the underlying principles behind each decision will reinforce their role in indicating the direction of the organization.

We are sometimes tempted to hesitate in making decisions when we are uncertain as to whether the entire organization will follow them or whether employees will share our feelings. But such doubts disappear once you hold the conviction: “I’ll go with this idea; everyone will follow me.”

**Yanagida** ● By openly communicating the decision making process to the entire Group, employees will be able to share the leader’s conviction and ultimately make their own decisions based on that assurance. This is the type of organization I’d like to see JAL become. But in order for this to happen, I think you must work to instill a mindset that will prevent employees from merely following the manuals, especially in younger employees who were raised in the information society. In the Recommendations we indicated that the tendency to “do only what the manual says” is a problem that must be overcome. Instead of dealing only with the job at hand, consideration must be given to how the job is significant to the entire Company. That’s why we’ve been trying to communicate the importance of seeing the forest and mountains beyond just seeing the tree.

**Onishi** ● I remember that point well. I think it’s also related to the “second-to-third person perspectives” suggested by the Safety Advisory Group. The “second-to-third-person perspectives” are an essential element of safety culture, combining two people’s perspectives in order to, for example, allow for

a maintenance crew to possess a second-person perspective so that they can visualize their own family boarding a plane with each bolt they fasten, and the third-person perspective of being a technical expert. Your advice was eye-opening. We intend to develop an educational program for instilling and practicing the “second-to-third person perspectives” especially for younger workers.

### Becoming the Leading Company in Safety

**Yanagida** ● In 2009, four years after the Recommendations, we submitted the new Recommendations that emphasized the review and thorough establishment of the “four cultures” including the culture of enhancing manuals and culture of thinking and acting from the “second-to-third person perspectives.” At present, are you facing any problems or challenges in any of these areas?

**Onishi** ● We have yet to begin tackling the culture of enhancing our manuals on a full scale. The volume of manuals we already have is enormous, and the first step we must take in this culture is to close the gap between the writers and users of these manuals. While something a worksite might need to refer to may be in a manual, the information may not always be so easy to find. We must also think deeply about what we’re trying to convey through a manual. These issues are all a part of what it means to understand “enhancing” manuals. We are therefore going to review our operations, which serve as the basis of the manuals, before we begin to work on the materials. As I declared at the start of the year, these actions will be my duty for Corporate Safety and Security, and I’m committed to seeing them through.

**Yanagida** ● The “leading company in safety” is a key phrase in the Safety Advisory Group’s new Recommendations, and I see you have adopted it as the first Management Target in your Medium-Term Management Plan. What will you be working on and how do you intend to communicate your efforts to society?

**Onishi** ● I believe there is nothing more important than human resources in maintaining safe daily operations. Each and every employee who works for the JAL Group must be thoroughly committed to safety, meticulously prepared, and willing to take on challenges to ensure safety. I will continue to do everything I can to ensure this becomes deeply rooted as our corporate culture. I feel that over the years we have been able to thicken our safety layer by learning from the safety practices of other companies. Given the lessons we have learned from the Mt. Osutaka accident and our wealth of experience, I believe we can contribute in some way to the people working in safety-related positions who face similar problems. So in the future, we intend to contribute to society from this perspective as well.

As you have mentioned, safety is a never-ending concern. All our employees stand united with an unwavering commitment to protect the flight safety as we pursue our goal of becoming the leading company in safety in the transportation sector.

Four Key Areas

# 1 Safety and Security

Many professionals are at work to ensure the safety and comfort of passengers during flight.

## Safety Advisory Group

The JAL Group established its Safety Advisory Group on August 3, 2005 due to the repeated occurrence of safety-related problems even after the Japanese Ministry of Land, Infrastructure, Transport and Tourism (MLIT) issued the company a Business Improvement Order on March 17, 2005.

The Safety Advisory Group is a panel of five experts outside the JAL Group who have extensive knowledge and experience in such areas as human factors, analysis of failure and imperfection, organizational operation and culture, and safety. The group is chaired by Mr. Kunio Yanagida, a nonfiction writer and critic, and meetings are held with JAL management twice a year, where the members check the progress of the JAL Group's safety activities and offer recommendations and advice.

At a meeting held on April 5, 2013, JAL Group management reported on current issues and heard the opinions and valuable advice of panel members about measures that will be implemented in the future.

The JAL Group will reflect the feedback and advice offered by the Safety Advisory Group in group management and safety operations.

Members of the Safety Advisory Group	
Mr. Kunio Yanagida (Chairperson)	Nonfiction writer, critic
Mr. Yotaro Hatamura	Professor at Kogakuin University, Professor Emeritus of the University of Tokyo
Mr. Shinichi Kamata	Professor at the National Defense Academy of Japan
Mr. Shigeru Haga	Professor at Rikkyo University
Mr. Akinori Komatsubara	Professor at Waseda University



Meeting of the Safety Advisory Group and JAL executives

## Disclosure of JAL Group Safety Report

Information about the safety-related initiatives of the Group's six air transport companies is disclosed every year in the JAL Group Safety Report in accordance with the rules of Article 111-6 "Release of Safety Report by Domestic Air Carrier" of the Civil Aeronautics Act. The JAL report simply and concisely explains the safety initiatives of these companies.

The JAL Group Safety Report (in Japanese) is available for download from: <http://www.jal.com/ja/flight/safety/report/>

## Safety Troubles and Measures in FY2012

The JAL Group proactively discloses safety-related information so that passengers can board our flights with peace of mind.

### ● Aircraft Accident\*1

#### Passenger injured by sudden rocking of JAL877 during flight

On November 26, 2012, a passenger onboard JAL877 (Narita to Shanghai Pudong) fractured his right instep when the aircraft encountered turbulence while cruising. The aircraft subsequently landed in Shanghai as scheduled. The incident was classified as an Aircraft Accident by the MLIT.

#### Causes and Countermeasures:

Japan Airlines is fully cooperating with the Japan Transport Safety Board, which is investigating the cause of the incident. The Company issued a memorandum to inform and alert all internal organizations about this incident. We are also considering flight crew training to improve skills related to meteorological analysis, and installing handles for passengers to use in the event of sudden, unpredictable turbulence. Additional measures may be implemented pending the results of investigations by the Japan Transport Safety Board.

### ● Serious Incident\*2

#### Engine trouble on JAL1471

On October 20, 2012, JAL1471 (Haneda to Matsuyama) experienced a left engine malfunction during climb after take-off. The left engine shut down and the aircraft had to turn back to Haneda Airport. Subsequent inspection confirmed significant damage inside the engine, and the incident was classified as a Serious Incident by the MLIT. None of the passengers or crew was injured.

#### Causes and Countermeasures:

Japan Airlines is fully cooperating with the Japan Transport Safety Board, which is investigating the cause of the incident. As an immediate measure, the Company issued a memorandum informing all internal organizations about the situation and conducted thorough internal inspections, including an endoscopic examination of engines manufactured during the same period.

\*1 Aircraft Accident: Fatal or serious injury of a person as a result of the operation of an aircraft, or an aircraft crash, collision or fire, or damage (requiring major repair) to an aircraft caused during flight, as classified by the MLIT.

\*2 Serious Incident: An incident involving circumstances indicating that there was a high probability of an accident, such as overrunning, emergency evacuation, fire or smoke inside the cabin and abnormal depressurization, encountering abnormal weather conditions, etc., as classified by the MLIT.

**Runway excursion on JAL2837**

On December 25, 2012, after landing at Hanamaki Airport, the nose tires of JAL2837 (Sapporo to Hanamaki) ran off the side of the runway while decelerating and the aircraft came to a halt. This incident was rated a Serious Incident by the MLIT. None of the passengers or crew was injured.

**Causes and Countermeasures:**

Japan Airlines is fully cooperating with the Japan Transport Safety Board, which is investigating the cause of the incident. As an immediate measure, the Company issued a memorandum informing all internal organizations of the situation and alerting them to the necessary precautions to take during winter operations. In addition, since degraded runway conditions due to snowfall was suspected as a contributing factor in the incident, the Company reminded flight crews of these specific risks and mandated thorough implementation of deceleration methods for avoiding skidding under poor runway conditions.

**Number of Safety-Related Incidents**

In brackets: number of incidents per 1,000 flights

Type of Incident	FY2010	FY2011	FY2012
Aircraft Accident	1 (0.003)	1 (0.003)	1 (0.003)
Serious Incident	2 (0.005)*1	1 (0.003)*1	4 (0.011)*1
Irregular Operation*2	81 (0.213)	58 (0.160)	69 (0.194)
Safety-Related Issue*3	307 (0.808)	258 (0.740)	276 (0.776)
Total Annual Flights	380,154	348,815	355,489

\*1 JAL was included in this count in relation to Serious Incidents caused by aircraft operated by other carriers in one of the two incidents in FY2010, the incident in FY2011 and two of the four incidents in FY2012. No issues were raised with regard to JAL Group aircraft in these incidents.

\*2 Irregular Operation: Incidents resulting in a flight schedule change, such as a change of the flight destination. When a malfunction occurs in part of the multiple systems of an aircraft, the aircraft is turned back to ensure maximum safety after the flight crew has completed actions in accordance with the flight manual. In general, these incidents do not pose any immediate risk to flight safety.

\*3 Safety-Related Issue: Legally mandated incident reports to the MLIT under regulations that went into effect on October 1, 2006 (Civil Aeronautics Act, Article 111-4; and the Ordinance for Enforcement of the Civil Aeronautics Act, Article 221-2 (3) and (4)). Such incidents include aircraft damage caused by lightning or bird strike, and situations in which the TCAS (Traffic Collision Avoidance System) is activated and appropriate avoidance maneuvers are subsequently undertaken. In general, these incidents do not immediately result in an aircraft accident.

**JAL Group Safety Education**

This educational program for all JAL Group employees is intended to cultivate “safety professionals” and was developed with the cooperation of many people, including members of the Safety Advisory Group. It is designed to raise awareness

of safety in daily operations by having participants observe wreckage from Flight 123 and watch videos of interviews with bereaved families and other related persons. Through these activities, participants learn



about the accident and are encouraged to reflect on and form an emotional attachment to the event so that they more deeply consider what must be done in the context of maintaining safe operations. They also compose their own safety pledges to ensure their commitment to safety in daily operations.

The program was launched at the end of October 2012 and 5,800 employees have completed the training as of March 31, 2013.

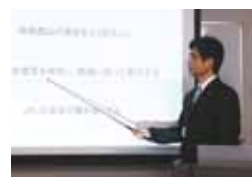
\* On August 12, 1985, JAL Flight 123 took off from Haneda Airport bound for Itami (Osaka). During the flight, the aft pressure bulkhead was ruptured and the pressurized air in the cabin blew out into the aft fuselage, causing the vertical stabilizer to break off and severing all hydraulic systems, which rendered the flight control surfaces inoperable. The aircraft continued to fly for about 32 minutes before crashing into the south ridge of Mount Osutaka. A total of 524 passengers and crew were on board, and the accident resulted in 520 fatalities and four heavily injured survivors.

**Safety Education Facilitator**

Safety education is about teaching the heart to feel. It was not always easy getting across why it was necessary to revisit and learn from the Flight 123 accident in order to maintain safe operations. At the same time, I learned a lot by repeatedly providing this education.

We work in an environment that affords few opportunities for direct contact with our customers, separated from us by the cockpit door. It was an invaluable experience for me to witness participants at the Safety Promotion Center break into tears at the sight of messages that victims wrote on the aircraft and images of the loved ones they left behind. I am convinced that if all our employees apply what they learned from this education in their respective workplaces, it would dramatically thicken our “safety layer” and nurture a safety culture that cannot be matched by any other airline company.

**Masahiko Yoshimatsu**  
Captain, 787 Flight Crew



## Safety and Security

Flight safety is the very foundation and social responsibility of the JAL Group. We believe our goal of becoming the leading company in safety can only be attained by providing safety with security. Here are some of our programs designed to ensure that all our customers can safely enjoy their flights.

### Becoming a JAL that is Friendly to Everyone

We aspire to provide products and services that ensure a safe and comfortable flight for every passenger on JAL Group flights, from small children to elderly customers and customers who require special assistance, by fulfilling the “Friendly JAL = Universal Design”<sup>\*</sup> initiative, which embodies our spirit of hospitality.

We offer universal design in the sense of both “hardware,” such as Domestic Class J Seats and desks at the JAL Smile Support Counters for customers requiring assistance, and “software,” including the 14 special international in-flight meal options for passengers with allergies or health conditions. Furthermore, we strive to deliver “universal design for the heart” that is born in the hearts and actions of each employee by training them through a program of simulated experiences.

<sup>\*</sup> A concept for the development of “design that is easy for everyone,” regardless of age, physical capability or environmental conditions.

### Priority Guest Support

The JAL Group refers to customers with reduced mobility or who are sick or injured as “Priority (Preferred) Guests,” serving them with precedence over other customers.

In 1994 we launched the Priority Guest Center as the first of its kind in the airline business in Japan, and it has subsequently handled a wide range of situations. The center’s experienced staff members are on standby to respond with care to customer needs.

- Transport of the Japan national team participating in the London Paralympics Games 2012
- Transport of passengers who will undergo an overseas heart transplant operation
- Medical transportation of pediatric patients using stretchers
- Joint Priority Guest operations with American Airlines and British Airways



Passengers with walking disabilities



Physically challenged passengers requiring an assistance dog

### JAL Smile Support (Domestic Flights)

The JAL Group has a dedicated support desk for customers requiring assistance on our domestic flights. We provide various types of assistance to ensure comfortable trips for as many customers as possible, including pregnant women, children,

the elderly and passengers requiring the use of a wheelchair.



Mother and Baby Travel Support Guide

#### Baby Travel Support Service

Assisting passengers traveling with babies or infants

#### Expectant Mother Travel Support Service

Assisting pregnant passengers to travel in comfort

#### Kids Travel Support Service

Assisting children traveling on their own

#### Senior Citizen Travel Support

Assisting elderly passengers

### Highlights

#### Joint Development with Customers

We worked on a joint development project to implement suggestions for improvements that had been proposed by a hearing impaired high school student (currently attending university).



#### Sign Language Badge

Worn by cabin crew members proficient in sign language



Communication boards (domestic flights)



Drink menu cards



“After spending a year on this effort with the people at JAL, I was overwhelmed with tears when it finally took shape. This has made me feel secure when I travel by air. Thank you so much.”  
Ayaka Inoue, proposer

### Activities that Meet Society’s Expectations Through the Airline Business

The JAL Group readily utilizes its business operation as an air transport provider to support relief efforts in times of disaster around the world. Coordinating closely with the government and other non-profit organizations such as Japan Platform, JAL established a system to speedily provide air transport of relief supplies and personnel to affected areas.

<sup>\*</sup> For a report on the JAL Group’s emergency support following the Great East Japan Earthquake, see page 41.