



0 INTRODUCTION

0.1 PREFACE

The information contained in the Corporate Safety Management Manual (CSMM) describes the Company's safety organization and details Riyadh Air policies and procedures to ensure all safety activities are integrated and conform to GACAR Part 5 Regulations.

The Corporate Safety Management Manual is a detailed reference covering all aspects of safety management, including reference to and for use with other Company Operational Manuals and procedures, e.g., Operations Manual – General (OM-A), General Maintenance Manual, Continuous Analysis and Surveillance Program, Ground Operations Manual (GOM), and Cabin Operations Manual (OM-E). Riyadh Air Department Managers shall periodically review the contents of the Corporate Safety Management System Manual and ensure applicable sections or extracts are embodied in departmental publications and procedures, job descriptions, key performance indicators, contracts etc.

The purpose of Corporate Safety Management System Manual is to:

1. ensure compliance with comply with all applicable safety laws and regulations.
2. establish a framework for the management of safety within the Company,
3. provide a systematic approach to the identification, assessment, and control of safety risks,
4. ensure that all relevant employees are aware of their safety responsibilities to ensure competency to carry out relevant safety duties, and
5. Foster and promote Just Culture within Riyadh Air.

The Corporate Safety Management System Manual is the property of Riyadh Air. The Corporate Safety Management System Manual contains proprietary information and under no circumstances should it be provided or disclosed to anyone without authorization other than Riyadh Air personnel. The Corporate Safety Management System Manual shall always be stored securely to prevent unauthorized access or use.

Necessary changes to the Corporate Safety Management System Manual shall be issued which may be in the form of reissuance, revisions, intermediate revisions, or temporary revisions depending upon the urgency. All changes received shall be incorporated without delay, and details entered in the Record of Revision or Temporary Revision Table. Obsolete information will be destroyed or rendered unusable. Upon receipt of notification of change to the Corporate Safety Management System Manual, relevant staff must acknowledge the changes, review the manual, and comply with the directions, instructions, policies, and procedures incorporated without delays.

The Corporate Safety Management System Manual shall only be altered for the incorporation of authorized amendments.

Any questions concerning information contained in this manual shall be addressed to VP Corporate Safety, Security, and Environment

Accountable Executive



RIYADH AIR
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CORPORATE SAFETY MANAGEMENT MANUAL

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0.3 APPLICABLE REGULATIONS AND STANDARDS

1. GACAR Part 04, Part 05, and eBook Vol. 02
2. AIBR
3. KSA State Safety Plan, 21st May 2023
4. ICAO Doc 9859, applicable edition
5. ICAO Annex 19
6. ISM, applicable edition

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Department Review by:		Date:
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Signature:		

Quality Review by:		Date:
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Title:		
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0.5 GACA ACCEPTANCE

 RIYADH AIR طيران الرياض	CORPORATE SAFETY MANAGEMENT SYSTEM MANUAL
	GACA Acceptance

ISSUE NUMBER: 0

REVISION NUMBER: N/A

ISSUE DATE: 17 DEC 2023

APPROVED BY:



ACCEPTED BY:

TITLE:

DATE:

SIGNATURE:

OFFICIAL STAMP:



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0.7 RECORD OF REVISION

This table summarizes the major changes made to each revision, not all changes. Throughout each review cycle, subsequent entries may change prior entries or proposed changes may be held, disregarded, and/or obsolete. This is a summary of input received throughout the duration. Changes throughout the manual are indicated by revision bars.



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CORPORATE SAFETY MANAGEMENT MANUAL

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0.8 DOCUMENT CONTROL SUMMARY

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0.9 RECORD OF TEMPORARY REVISIONS

N New

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0.10 DOCUMENT INTERFACE AND CONTROL

The following table identifies section interfaces between controlled manuals, the documentation team will consult this table prior to issuing revisions to ensure interfaces between manuals are checked and referred content is updated and verified.



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0.11 DISTRIBUTION LIST

Copy Holder / Location	Format	Copy Number
Safety Department	Master Copy	01
GACA	Hard Copy	02
All Staff	Soft Copy	

Note:**Electronic Notification to Staff:**

Digital versions of all current Company and Technical documentation are published in DMS for easy access to employees.

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0.12 COMPLIANCE STATEMENT

The Corporate Safety Management System Manual (DOC No.: RXI-ORG-M02) provides guidance for implementation and maintenance of Safety Management System in the organization. It is issued in accordance with the following requirements:

1. GACAR Part 5 (Safety Management Systems)
2. GACAR Part 4 (Occurrence Reporting & Safety Information System)
3. GACAR Part 121 (121.25; 121.45 a(1); Subpart N; & Appendix G to GACAR 121 (36))
4. GACAR Part 119 (119.7 Safety Management Systems)
5. E-Book Volume 2- Safety Management Systems- General
6. KSA State Safety Program
7. AIBR
8. ICAO 9859
9. ICAO Annex 19
10. ICAO Annex 13
11. IATA ISM
12. All other terms and conditions specified in the Air Operator's Certificate granted to Riyadh Air and all related approvals by the GACA.

The Safety Management System Manual does not provide specific technical details and operating information for instruction purposes, rather it is concise in its purpose for giving formal expression to manage safety in the operation in compliance with applicable regulation, laws, rules, and Riyadh Air standards.

The Safety Management System Manual is compiled based on recent regulations and standards and accumulated operational experience at the time of publication.

This manual is accepted by the GACA. It does not supersede or amend Riyadh Air aircraft type documentation or any other approved and current documentation. In case the information in this manual is at variance with any approved and current technical documentation and/or applicable national regulations, the latter shall be regarded as authoritative sources. Copyright of this manual is with Riyadh Air. No parts of this publication shall be reproduced, stored in a retrieval system, or transmitted in any form or by any means i.e. electronic, mechanical, photocopying and recording or otherwise, without prior written permission of Riyadh Air. Any questions with respect to information contained in this manual should be in writing, directed to V.P. Corporate Safety, Security & Environment.

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**0.13 ABBREVIATIONS, ACRONYMS AND DEFINITIONS****0.13.1 Abbreviations**

AD	Airworthiness Directives
AFM	Aircraft Flight Manual
AIB	Aviation Investigation Bureau
ALOSP	Acceptable Level of Safety Performance
AO	Audit Organization
AOC	Air Operator Certificate
ARMS	Airline Risk Management Solutions
ASR	Air Safety Report
C/B	Circuit Breaker
CCTV	Closed-Circuit Television
CONF	Confidential Safety Report
CPL	Commercial Pilot License
CSAG	Cabin Safety Action Group
CSMSM	Corporate Safety Management Manual
CSR	Cabin Safety Report
CSSE	Corporate Safety, Security, and Environment
CVR	Cockpit Voice Recorder
DCS	Director Corporate Safety
DGOR	Dangerous Goods Occurrence Report
DMS	Document Management System
DFDR	Digital Flight Data Recorder
ELB	Electronic Logbook
ERM	Emergency Response Manual
ERP	Emergency Response Plan
ESR	Engineering Safety Report
FDA	Flight Data Analysis
FDAP	Flight Data Analysis Program



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FDA	Flight Data Analysis
FDR	Flight Data Recorder
FOQA	Flight Operations Quality Assurance
FRSAG	Fatigue Risk Safety Action Group
FSAG	Flight Safety Action Group
FSDS	Flight Safety Documentation System
FSO	Flight Safety Officer
FTG	Fatigue Report
GACA	General Authority of Civil Aviation
GACAR	General Authority of Civil Aviation Regulations
GIR	Ground Incident Report
GM	Guidance Material
GSAG	Ground Safety Action Group
GSR	Ground Safety Report
HSR	Health and Safety Report (including medical, injury and sickness on duty)
IATA	International Air Transport Association
ICAO	International Civil Aviation Organization
ILS	Instrument Landing System
IQSMS	Integrated Quality Safety Management System
LMS	Learning Management System
LOSA	Line Operations Safety Audit
MLS	Microwave Landing System
MOR	Mandatory Occurrence Report
MOU	Memorandum of Understanding
MS	Microsoft
NDB	Non-Directional Beacon
OCR	Onboard Cabin Report
OHSE	Operational Health Safety and Environment
OHSEAG	OHSE Action Group
OM	Operations Manual
PAR	Precision Approach Radar



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PH	Post Holder
QMS	Quality Management System
RXI	Riyadh Air
SAG	Safety Action Group
SeMS	Security Management System
SER	Security Report (SER)
SLA	Service Level Agreement
SME	Subject Matter Expert
SMS	Safety Management System
SPI	Safety Performance Indicator
SRB	Safety Review Board
TR	Temporary Revision
TSAG	Technical Safety Action Group
UTC	Coordinated Universal Time
VOR	Very High Frequency Omni-Directional Range
VP	Vice President
VPCSSE	Vice President Corporate Safety, Security and Environment



0.13.2 Acronyms

Refer to GACA [eBook Vol. 1 Chapter 1 Section 2](#).

0.13.3 Definitions

Accident – An occurrence associated with the operation of an aircraft which, in the case of a manned aircraft, takes place between the time any person boards the aircraft with the intention of flight until such time as all such persons have disembarked, or in the case of an unmanned aircraft (For unmanned aircraft system, only aircraft with a design and/or operational approval are to be considered), takes place between the time the aircraft is ready to move with the purpose of flight until such time it comes to rest at the end of the flight and the primary propulsion system is shut down, in which:

1. A person is fatally or seriously injured because of:
 - a. Being in the aircraft, or
 - b. Being in direct contact with any part of the aircraft, including parts which have become detached from the aircraft, or direct exposure to jet blast, except when the injuries are from natural causes, self-inflicted or inflicted by other persons, or when the injuries are to stowaways hiding outside the areas normally available to the passengers and crew; or
2. The aircraft sustains damage or structural failure which:
 - a. Adversely affects the structural strength, performance, or flight characteristics of an aircraft, and would normally require major repair or replacement of the affected component.
 - b. Except for: engine failure or damage limited to a single engine of a multi-engine aircraft(including its cowlings or accessories), to propellers, wing tips, antennas, probes, vanes, tires, brakes, wheels, fairings, panels, landing gear doors, windscreens, the aircraft skin (such as small dents or puncture holes), or minor damage to landing gear, and those resulting from hail or bird strike (including holes in the radome); or
 - c. The aircraft is missing or is completely inaccessible. An aircraft is considered to be missing when the official search has been terminated and the wreckage has not been located.

Accountability - The obligation or willingness to accept responsibility for the execution or performance of an assigned function, duty, task, or action. It implies being answerable (i.e. accountable) to a higher authority for ensuring that such responsibility is correctly executed or performed.

Accountable Executive - A single, identifiable person who has ultimate responsibility for the effective and efficient performance of Riyadh Air's SMS.

Acceptable Level of Safety Performance (ALoSP) - The level of safety performance agreed by Riyadh Air to be achieved for the civil aviation system in a State, as defined in its state safety program, expressed in terms of safety performance targets and safety performance indicators.

Authority - The delegated power or right to:

1. command or direct,
2. make specific decisions,



3. grant permission and/or provide approval, or
4. control or modify a process.

Management of Change - A formal process to manage changes within an organization in a systematic manner so that changes that may impact identified hazards and risk mitigation strategies are accounted for before the implementation of such changes.

Compliance - To fulfill, meet, or be in accordance with requirements specified in standards or GACAR 121 regulations.

Conformance - Voluntary adherence to a standard, rule, specification, requirement, design, process, or practice.

Controlled Document - A document that is subject to processes that provide for the positive control of content, revision, publication, distribution, availability, and retention.

Contract - Contract means an arrangement or agreement between two or more parties enforceable by law. A contract is a legal document that describes commercial terms and conditions. A sub-contract is where a contractor has agreed the delivery of services to Riyadh Air with a third party.

Corrective Action - Action to mitigate the cause(s) and prevent recurrence of an existing (detected) non-conformance or an existing (detected) undesirable condition or situation.

Corrective Action Plan (CAP) - The plan to address a finding or observation through the implementation of comprehensive and permanent corrective action.

Corrective Action Report (CAR) - A document that describes each finding and observation that results from an audit and provides a history of a finding or observation and the associated steps taken toward closure of the finding or observation.

Consequence - The potential outcome (or outcomes) of a hazard.

Database - Any structured collection of information, records, or data that are specifically organized in a (usually electronic) system for rapid search and retrieval.

Documentation - Written information that is considered necessary to define and support the performance of administrative or operational functions. Documentation may be displayed via electronic or paper media and may serve various purposes (e.g. communicating, presenting processes and procedures, proving conformity, knowledge sharing). Specific examples of documentation include operations manuals, organization manuals, safety management system manuals, training manuals, and security manuals.

Emergency Response Plan (ERP) - A formal plan that defines the actions taken following an accident to ensure an orderly and efficient transition from normal to emergency operations, and then a safe continuation of operations or the return to normal operations as soon as possible.

An ERP specifies the:

1. delegation of emergency authority and assignment of emergency responsibilities,



2. authorization for action by key personnel, and
3. coordination of efforts to cope with the emergency.

Environment – defines everything external to oneself, including the physical establishment, location, natural, social, and behavioral environments.

Error - An action or inaction by an operational person that leads to deviations from the organizational or the operational person's intentions or expectations.

Fatal Injury - An injury that results in death within 30 days of the accident.

Fatigue - A physiological state of reduced mental or physical performance capability resulting from sleep loss or extended wakefulness, circadian phase, or workload (mental and/or physical activity) that can impair a crew's alertness and ability to safely operate an aircraft or perform safety-related duties.

Fatigue Risk Management System (FRMS) - A data-driven means of continuously monitoring and managing fatigue-related safety risks, based on scientific principles and knowledge, as well as operational experience that aims to ensure relevant personnel is performing at adequate levels of alertness.

Flight Data Analysis (FDA) Program - A program for gathering and analyzing data recorded during routine flights to improve flight crew performance, operating procedures, flight training, air traffic control procedures, air navigation services, or aircraft maintenance and design.

Flight Data Recorder (FDR) - A flight data recorder is used to record specific aircraft parameters.

Hazard - A condition or an object with the potential to cause or contribute to an aircraft incident or accident.

Lagging Indicators - Safety performance indicators pertaining to the monitoring and measurement of high consequence occurrences, such as accidents or serious incidents. Lagging indicators are sometimes referred to as reactive indicators.

Inappropriate Use - Use of safety information for purposes different from the purposes for which it was collected, namely, use of the information for disciplinary, civil, administrative, and criminal proceedings against operational personnel, and/or disclosure of the information to the public. (ICAO Annex 13/19).

Incident - An occurrence other than an accident associated with the operation of an aircraft, including occupational safety event, that affects or could affect the safety of operation.

International Civil Aviation Organization (ICAO) - A specialized agency of the United Nations with the objective to develop the standards and recommended practices associated with principles and techniques of international air navigation and to foster planning and development of international civil air transport.

Investigation - A process conducted for the purpose of accident/incident prevention, which includes the gathering and analysis of information, the drawing of conclusions, including the determination of causes, and when appropriate, the provision of safety recommendations.



Just Culture - A non-punitive culture in which personnel are not punished for actions, omissions, suggestions, or decisions taken by them that are commensurate with their experience and training, but where gross negligence, willful violations, and destructive acts are not tolerated.

List of Effective Pages (LEP) - A detailed list of manual pages and their current revision status.

Leading Indicators - Safety performance indicators pertaining to the monitoring and measurement of lower-consequence occurrences, events, or activities such as incidents, non-conformance findings, or deviations. Leading indicators are sometimes referred to as proactive indicators.

Operational Personnel - Personnel involved in aviation activities. Such personnel include (but are not limited to): flight crews, air traffic controllers, maintenance personnel, personnel of aircraft design and manufacturing organizations, cabin crews, flight dispatchers, apron personnel, and ground-handling personnel.

Preventative Action - Action that is taken to eliminate the cause(s) of a potential non-conformity, or other potentially undesirable situation, in order to prevent occurrence. Preventative action should not be confused with "action to prevent a recurrence", which relates to corrective action. It may be taken where areas of potential nonconformance are identified.

Regulatory Authority - A government agency or other administrative body that exercises regulatory or oversight control over operations or activities within a defined jurisdiction.

Regulatory Compliance - Compliance with an external rule, principle, or law.

Risk - The likelihood of injuries to personnel, damage to equipment or structures, loss of material, or reduction of ability to perform a prescribed function measured in terms of severity and probability.

Risk Index - The combined value of risk probability and severity.

Risk Mitigation - The process of incorporating defenses or preventive controls to lower the severity and/or likelihood of a hazard's projected consequence.

Risk Probability - The likelihood that an unsafe event or condition might occur.

Risk Severity - The extent of harm that might reasonably be expected to occur as a consequence or outcome of the identified hazard.

Safety - The state in which risks associated with aviation activities, related to, or in direct support of the operation of aircraft, are reduced, mitigated, and controlled to an acceptable level.

Safety Data - A defined set of facts or set of safety values collected from various aviation-related sources that are used to maintain or improve safety.

Note: Such safety data is collected from proactive or reactive safety-related activities including (but not limited to):

1. accident or incident investigations,
2. safety reporting,



3. continuing airworthiness reporting,
4. operational performance monitoring,
5. CSMM,
6. inspections, audits, surveys,
7. safety studies and reviews.

Safety Information - Safety data processed, organized, or analyzed in a given context so as to make it useful for safety management purposes.

Safety Management System (SMS) - systematic approach to managing safety, including the necessary organizational structures, accountability, responsibilities, policies, and procedures.

Safety Objective - A brief, high-level statement of safety achievement or desired outcome to be accomplished by the State safety program or service provider's safety management system. Safety objectives are developed from the organization's top safety risks and should be taken into consideration during subsequent development of safety performance indicators and targets.

Safety Oversight - A function performed by a State to ensure that individuals and organizations performing an aviation activity comply with safety-related national laws and regulations.

Safety Performance - A State's or a service provider's safety achievement, as defined by its Safety Performance Targets and Safety Performance Indicators.

Safety Performance Indicator - A data-based parameter used for monitoring and assessing Safety Performance.

Safety Performance Target - The State or service provider's planned or intended target for a Safety Performance Indicator over a given period that aligns with the Safety Objectives.

Safety Risk - The predicted probability and severity of the consequences or outcomes of a hazard.

State Safety Program (SSP) - An integrated set of regulations and activities aimed at improving safety.

Surveillance - State activities through which the State proactively verifies through inspections and audits that aviation license, certificate, authorization, or approval holders continue to meet the established requirements and function at the level of competency and safety required by the State.

System - An organized, purposeful structure that consists of interrelated and interdependent elements and components and related policies, procedures, and practices created to carry out a specific activity or solve a problem.

Serious Incident - An incident involving circumstances indicating that there was a high probability of an accident and associated with the operation of an aircraft which, in the case of a manned aircraft, takes place between the time any person boards the aircraft with the intention of flight until such time as all such persons have disembarked. The difference between an accident and a serious incident lies only in the result.



Serious Injury - An injury that is sustained by a person in an accident and:

1. requires hospitalization for more than 48 hours, commencing within seven days from the date the injury was received, or
2. results in a fracture of any bone (except simple fractures of fingers, toes, or nose), or
3. involves lacerations which cause severe hemorrhage, nerve, muscle, or tendon damage, or
4. involves injury to any internal organ, or
5. involves second- or third-degree burns, or any burns affecting more than 5 percent of the body surface or involves verified exposure to infectious substances or injurious radiation.

Standard - A basis for comparison, a reference point against which other things can be evaluated, a criterion that sets the measure for subsequent work, the ideal in terms of which something can be judged. Conforming to or constituting a standard of measurement or value or the usual or regularized or accepted kind.

Stakeholder - A person or organization that can affect, be affected by, or perceive themselves to be affected by a decision or activity.

Threat and Error Management - The process of detecting and responding to threats with countermeasures that reduce or eliminate the consequences of threats and mitigate the probability of errors or undesired states occurring.

Violation - Intended or deliberate deviations from rules, regulations, or operating procedures. A person committing a violation fully intends their actions. Violations can be one of four different types:

1. routine – common violations promoted by an indifferent environment ("We do it this way all the time").
2. optimizing – corner-cutting based on the path of least resistance ("I know a better way of doing this").
3. exceptional or situational – one-off breaches of standards/regulations dictated by unusual circumstances that are not covered in procedures ("We can't do this any other way").
4. acts of sabotage – acts of harmful intent to life, property, or equipment.



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1 SAFETY POLICY AND OBJECTIVES

Safety Management system is a systematic approach to managing safety, which includes a compatible organizational structure, accountabilities, policies, and procedures. SMS is a formal, top-down business-like approach to manage risk. This system is designed to continuously improve safety by proactively identifying hazards, continuously assessing safety risks, effectively mitigating them, collecting, and analyzing safety data.

1.1 MANAGEMENT COMMITMENT

Safety is paramount in all Riyadh Air activities. The company is committed to implementing, develop, and improve strategies, management systems and processes to ensure all its activities uphold the highest level of safety performance and meet all the regulatory requirements and standards.

Riyadh Air's commitment to safety is described by its safety policy and safety objectives which aim to:

1. maintain zero fatalities, zero-accidents and zero emissions, ,
2. reduce incidents and violations to as low as reasonably practicable,
3. comply with all applicable safety regulations and standards,
4. effectively implement and maintain of a comprehensive safety management system,
5. provide Riyadh Air employees with the training and resources they need to work safely,
6. encourage our employees to report any safety concerns they have,
7. investigate all safety incidents and take corrective action(s) to prevent them from happening again,
8. raise employee awareness of safety issues,
9. Continuously improve safety management system, and
10. Create, foster, and promote a positive safety culture.



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1.1	MANAGEMENT COMMITMENT

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1.1.1 Safety and Quality Policy



Safety & Quality Policy

Riyadh Air management is committed to upholding the highest possible safety standards in all our aviation activities. Riyadh Air safety management system is designed to ensure strict compliance with all relevant safety regulations, standards, and best practices, providing an effective framework for safety oversight.

Riyadh Air Commits to

- ❖ Prioritizing safety and quality as the primary responsibility of all management levels and employees.
- ❖ Proactively and systematically identifying hazards, managing risks effectively, and preventing injury or damage to employees, guests, and customers to the greatest extent possible.
- ❖ Continuously monitor and measure safety performance indicators against set targets.
- ❖ Reporting safety data and mandatory safety occurrences to the General Authority of Civil Aviation (GACA).
- ❖ Ensuring the effective implementation, evaluation, and updating of the Riyadh Air Emergency Response Plan as required.
- ❖ Clearly define the responsibilities of management and employees in relation to safety performance.
- ❖ Regularly review this policy to ensure its continued relevance and alignment with Riyadh Air's objectives.

Riyadh Air Safety and Quality objectives

- ❖ Proactively ensuring continuous improvements in Operational Performance and Safety & Quality Management Systems
- ❖ To define and ensure ongoing compliance with all applicable safety, quality, and legislative regulations, standards, requirements, and best practices. This is the duty of all personnel.
- ❖ To foster a positive safety culture through effective safety communication channels.
- ❖ To establish and maintain a Just Culture, defining and identifying unacceptable behaviors
- ❖ To encourage staff to report Safety & Quality issues, hazards, occurrences, and events through mandatory, voluntary, and confidential reports using the non-punitive Riyadh Air hazard/occurrence reporting system.
- ❖ To ensure that the purpose of safety reporting and internal investigations is to improve safety, not to assign blame.
- ❖ To ensure no punitive actions are taken against any employee who discloses a safety or non-compliance concern through the reporting system, unless such disclosure indicates gross negligence, deliberate, or willful disregard of regulations or procedures.
- ❖ To manage safety risks and ensure established risk acceptance criteria are adhered to.
- ❖ To regularly review safety objectives, targets, and their achievement.
- ❖ To apply human factors principles.
- ❖ To encourage personnel to participate in compliance audits and safety investigations.

These safety and quality objectives apply to all Riyadh Air management and employees. Therefore, every Riyadh Air employee is responsible for ensuring that Riyadh Air operations remain safe and fully compliant with all applicable regulatory requirements, standards, and company requirements at all times.

Riyadh Air Accountable Executive holds the ultimate responsibility and accountability for the effective implementation of Safety & Quality across the organization, the Accountable Executive has full authority over all Riyadh Air's financial and human resources and will ensure the provision of all necessary resources, including facilities and systems for the effective implementation of Safety and Quality Management Systems.

HITESH PATEL
ACCOUNTABLE EXECUTIVE
For and on behalf of Riyadh Air
Dated: 01.08.2023

Figure 1 - Safety and Quality Policy



1.1.2 Non-Punitive Safety Reporting Policy

Riyadh Air has a company-wide policy of non-punitive reporting. This means that employees who are involved in accidents, incidents or non-normal events and they report such events or hazards that could lead to an event will not normally be subject to disciplinary action by the company unless negligence, criminal activity, substance abuse, controlled substances, alcohol, falsification of records, intentional disregard for safety, intentional disregard to company policies, laws, or regulations, or repeated failures to follow company procedures are found. Riyadh Air acknowledges that all human beings make errors in judgment or execution of procedures from time to time. If we are to learn from these errors, then we must report them. The more information we have, the better the decisions of management will be.

Safety shall be considered above all the factors in all the Riyadh Air risk management process. Only with awareness can management rectify deficiencies in a timely manner.

Non-punitive safety reporting is a system in which employees are encouraged to report safety concerns without fear of retaliation. This policy assures Riyadh Air's employees that reporting unpremeditated or inadvertent errors shall not result in any disciplinary or punitive actions against the reporter or other individuals involved unless, of course, such errors result from illegal activity, willful misconduct, or other egregious actions. Riyadh Air Employees are also assured that the identity or information leading to the identity, of any employee who reports an error under this policy is never disclosed unless agreed to by the employee or required by law.

This policy can help:

1. identify and address potential hazards before they cause accidents or injuries, increase employee morale;
2. reduce costs: Accidents and injuries can be costly for businesses.
3. Therefore, Riyadh Air encourages non-punitive safety reporting and fosters the safe and open environment where employees feel comfortable reporting safety issues/concerns, Riyadh Air shall investigate all safety reports promptly, thoroughly and taking appropriate actions that will effectively mitigate safety concerns.

By creating a culture of non-punitive safety reporting, you can help to improve safety, increase employee morale, and reduce costs.

1.1.2.1 Just Culture Policy

Safety Culture is the set of enduring values and attitudes regarding safety issues, shared by every member of every level of the organization. Safety Culture refers to the extent to which every individual and every group of the organization is aware of the risks and unknown hazards induced by its activities; is continuously behaving so as to preserve and enhance safety; is willing and able to adapt itself when facing safety issues; is willing to communicate safety issues; and consistently evaluates safety related behavior.

To support the assessment and management of Safety Culture, the six main components (called Characteristics) of Safety Culture are described:

1. Commitment



2. Behavior
3. Awareness
4. Adaptability
5. Information
6. Justness

The Just Culture is clearly an element of Safety culture.

Just Culture is an atmosphere of trust in which people are encouraged to provide essential safety-related information. Riyadh Air understands it is fundamental to the purpose of a reporting scheme that it is non-punitive, and that all employees should feel able to report incidents and events without fear of retribution. All employees are personally responsible and accountable for performing their duties safely and in compliance with laws, regulations, and company policy.

The contact between different member of the organization to establish acceptable versus unacceptable behavior and the resulting common understanding of where lines are drawn for punitive actions enhances trust, which is at the core of developing the just culture.

1.1.2.2 Behavior

Riyadh Air uses the following guidelines to distinguish between acceptable and unacceptable behavior.

1.1.2.2.1 Acceptable Behavior:

1. When human errors are made without repeated failures to follow company procedures, intent to cause harm, damage, or intentional disregard for regulatory or company standards will, in most cases, be defined as normal errors or acceptable behavior.
2. When assessing normal errors, supervisors should consider whether any of the following system failures have occurred:
 - a. Procedures:
 - i. Did documented procedures exist for this activity?
 - ii. Were the procedures clear and detailed enough for the individual to understand?
 - iii. Did the individual have access to the procedures?
 - iv. Are the procedures current?
 - b. Training:
 - i. Was the individual adequately trained in the procedures?
 - ii. How recently did the individual receive initial and refresher training in the procedures?
 - iii. Is the training current?



- c. Supervision:
 - i. Was the individual being supervised at the time of the error?
 - ii. Was the Supervisor trained and aware of the correct procedures to be followed?
 - d. Environment:
 - i. Were there environmental factors impacting the ability of the individual to perform the procedures completely and correctly? For example, was there wind, rain, snow, inadequate lighting, physical obstacles, birds, wildlife, or people who prevented the individual from performing the procedure correctly?
3. If any of the above systems are found to be deficient, the event should be classified as normal error/acceptable behavior and the employee would not normally be punished unless, under interview it is identified that the individual was negligent.

Just-Culture supports learning from normal errors to improve the level of safety awareness through the improved recognition of safety issues. Furthermore, Just Culture also helps to develop the conscious articulation and sharing of safety information.

1.1.2.2 Defining the Boarder of Unacceptable Behavior

Riyadh Air Just Culture indicates that cases of gross negligence, willful misconduct or a significant continuing safety concern are unacceptable in relation to the organization's aviation activities. This also includes the circumstances under which disciplinary action would or would not be applicable within the framework of the Safety Management System.



Figure 2 - Boarder of Unacceptable Behavior



1.1.2.3 Culpability

Culpability is the degree to which a person is responsible for an unsafe act. It is determined by several factors, including the person's intent, knowledge, and negligence. To be held culpable for an unsafe act, a person must have intended to commit the act or have known that the act was likely to cause harm. A person can also be held culpable for an unsafe act if they are negligent. Negligence is the failure to exercise the care that a reasonable person would have exercised in the same situation.

The culpability of an unsafe act can be affected by a number of factors, including the person's age, mental state, and physical condition. The culpability of an unsafe act is an important factor in determining the appropriate punishment for the act. A person who is found to be culpable for an unsafe act may be subject to criminal charges, civil liability, or both.

1.1.2.3.1 Culpability Decision-Model

The culpability decision tree is an aid to decide on the culpability of an unsafe act. The assumption is that the actions under scrutiny have contributed to an accident or to a serious incident. There are likely to be several different unsafe acts that contributed to the accident or incident. The concern is with individual unsafe acts committed by either a single person or by different people at various points of the event sequence. The five stages in the culpability tree include:

1. **Intended act:** The first question in the decision-tree relates to intention, and if both actions and consequences were intended, then it is possibly a criminal behavior which is likely to be dealt with outside the company (such as sabotage or malevolent damage).
2. **Unauthorized Substances / Under the influence of alcohol or drugs** known to impair performance at the time that the error was committed. A distinction is made between substance abuse with and without 'reasonable purpose (or mitigation), which although is still reprehensible, is not as blameworthy as taking drugs for recreational purposes.
3. **Deliberate violation of the rules / Safe Operating Procedures**, and did the system promote the violation or discourage the violation; had the behavior become automatic or part of the 'local working practices.'
4. **Substitution test:** could a different person (well-motivated, equally competent, and comparably qualified) have made the same error under similar circumstances (determined by their peers). If "yes" the person who made the error is probably blameless, if "no", were there system-induced reasons (such as insufficient training, selection, experience)? If not, then negligent behavior should be considered.
5. **Repetitive errors / History of Unsafe Act:** The final question asks whether the person has committed unsafe acts in the past. This does not necessarily presume culpability, but it may imply that additional training or counseling is required.

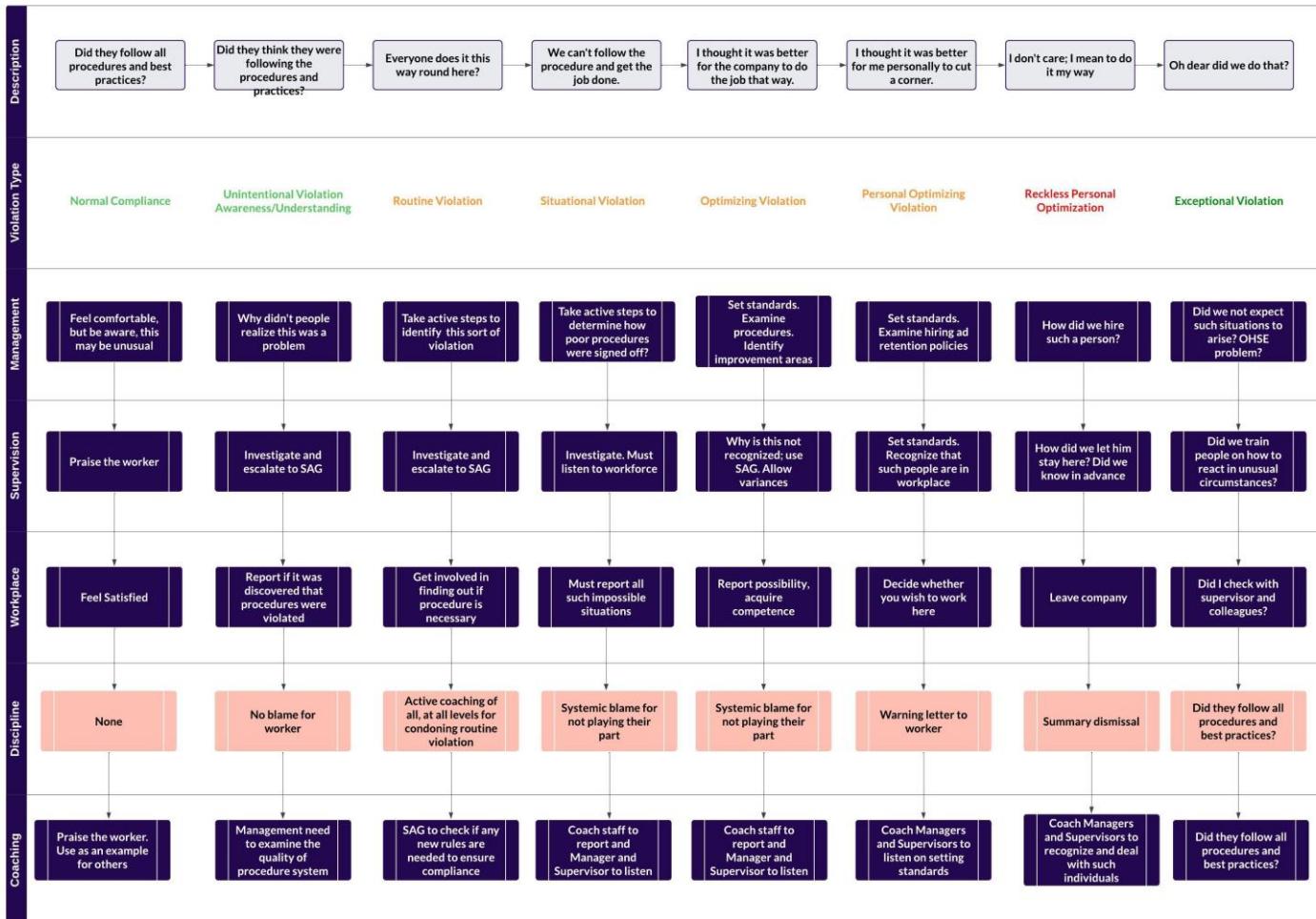


Figure 3 - Culpability Model (Just Culture)

Note:

Just Culture Decision Form is available for management's use for purposes of determining culpability.

1.1.3 Safety Objectives

Riyadh Air safety is recognized as a "core value". The management is committed to maintain and continuously improve the overall effectiveness of the SMS by allocating all necessary resources to ensure the highest safety standards of our operation. Riyadh Air safety objectives are based on Riyadh Air's aim to reduce safety risks to as low as reasonably practicable. From safety objectives, Safety Performance Indicators (SPI) are identified, and targets (SPTs) are set.

Riyadh Air safety objectives are linked to Riyadh Air safety performance indicators, Targets, and mitigation plan to facilitate monitoring/measurement of the safety indicators. Riyadh Air Safety objectives are set for 5 years (from year 2025 to 2029). However, the status shall be reviewed on a yearly basis by the management to ensure



they remain relevant, appropriate, and up to date with Riyadh Air's safety policy, priorities, and safety risks. Necessary changes shall be done, as required.

Riyadh Air Safety objectives of include:

1.1.3.1 Key Steps for Setting Objectives

Riyadh Air management sets safety objectives based on Riyadh Air strategic, and long-term goals which are reflected in Riyadh Air's safety and quality policy statement, whereas immediate goals shall be drawn from the operational activities as follows:

1. Operations shall identify and record inherent risks Riyadh Air safety divisions risk register.
2. Riyadh Air utilizes a robust safety reporting, FDAP, and communication system, which allow reporting of identified potential operational risk. These risks shall be used in the development of safety performance indicators (SPIs) with clear alert triggers, review period, and accountability.
3. The identified risk shall be mitigated/monitored by the management, if required additional resources shall be provided to improve safety performance.

Safety Objectives tracking shall be done at two (2) levels of management starting from the department level (Safety Action Group), and top management level (Safety Review Board).

Riyadh Air Safety Objectives are defied and decided upon by Key Stakeholders/SRB members and accepted by GACA based on the review of following:

1. Qualitative and quantitative safety analysis of the safety data.
2. Top safety risks identified.
3. Riyadh Air Risk Register.
4. Riyadh Air Safety Plan, and previous year safety performance.
5. Major changes in the operations.
6. State Safety Objectives in GACA State Safety Program and ICAO guidelines.

The above are discussed during SAG and then SRB meetings to ensure that the operational safety outcomes are consistent with the defined objectives. The same shall also be communicated throughout the organization through this manual.

1.1.4 Emergency Response Planning

1.1.4.1 General

The Emergency Response Plan (ERP) describes how Riyadh Air will react in case of an incident/accident. The plan includes internal and external co-ordination, handling of aircraft, victims, survivors, missing persons, and their families in a timely and sensitive manner.



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1	SAFETY POLICY AND OBJECTIVES
1.1	MANAGEMENT COMMITMENT

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Riyadh Air shall develop and maintain an Emergency Response Manual (ERM), which provides instructions to be followed in case of an Incident/Accident or any situation where emergency response is needed.

The ERM shall ensure the following objectives:

1. Delegation of emergency authority.
2. Assignment of emergency responsibilities.
3. Safe continuation of operations or a return to normal operations, as soon as possible.
4. Co-ordination between key company personnel for actions needed during an emergency.
5. A prepared response to plausible emergency occurrences.
6. Coordination of efforts with other entities involved in the occurrence/event.

VP Corporate Safety, Security and Environment shall ensure the following:

1. The ERM aligns with the size, nature, and complexity of Riyadh Air activities.
2. The ERM is accessible to all concerned staff.
3. The ERM shall include quick reference checklists and procedures relevant to different or specific emergency situations.
4. The ERM shall contain contact details of Key Personnel and their delegates,
5. An annual desk-top ERP rehearsal shall be conducted to maintain staff proficiency and to identify gaps in the ERP.
6. The ERM shall be updated based on regulatory changes, lessons learnt during ERP rehearsals or actual handling of an emergency.



1	SAFETY POLICY AND OBJECTIVES
1.2	SAFETY ACCOUNTABILITY & APPOINTMENT OF KEY SAFETY PERSONNEL

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1.2 SAFETY ACCOUNTABILITY & APPOINTMENT OF KEY PERSONNEL

1.2.1 Riyadh Air Corporate Structure

1.2.2 Corporate Safety, Security and Environment Division Organization Structure

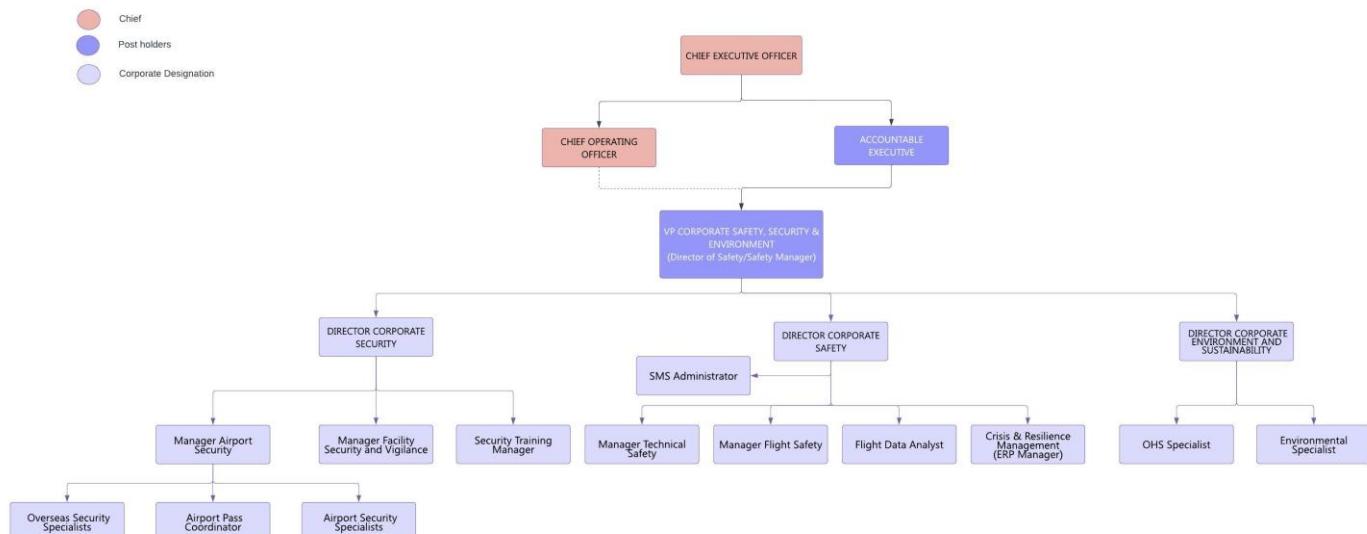


Figure 4 - Divisional Org Structure

1.2.3 Nominated Postholders

TBD

1.2.4 Reserved



1.3 ACCOUNTABILITIES, RESPONSIBILITIES AND AUTHORITIES

1.3.1 Accountable Executive

The Accountable Executive is a Senior Executive accepted by GACA and has the overall corporate authority and responsibility to ensure that all operations and maintenance activities can be financed and carried out to the standards required by GACA for the ongoing maintenance and compliance with AOC conditions and restrictions, other applicable regulations and Riyadh Air policies and programs.

He nominates Post Holders (PHs) who are acceptable to the authority and capable of exercising control and supervision over any operational or maintenance aspect. He shall ensure periodical review for their suitability and competency.

Maintaining the Integrated Safety Management System, Quality Management System and Security Management System (SMS, QMS & SeMS) throughout the organization including effective implementation of SQMS pillars, periodical management evaluation review and ensuring an adequate number of trained and competent personnel are available for the safe and secure aircraft operation.

Accountabilities

1. Implementation and maintenance of Safety Management System to ensure safety performance of internal and external organizations supporting the company activities.
2. Ensuring operations are conducted in accordance with the conditions and restrictions of the Air Operator Certificate (AOC), and in compliance with applicable regulations and standards.
3. Ensuring necessary allocation of resources (financing, personnel, training, acquisition, and other resources for effective and efficient performance of SMS).
4. Communication and promotion of the Security, safety& Quality policies.
5. approval of the Riyadh Air safety objectives and safety targets.
6. Establishment, implementation, and maintenance of the Riyadh Air competence to learn from the analysis of data collected through its safety reporting system and others Safety Data Collection and Processes Systems (SDCPS) in place.
7. Approval of the acceptable safety risk limits and resourcing of necessary controls.
8. Promoting a positive safety culture and establishment, fostering, and promoting of just culture
9. Ensuring appropriate actions are taken to address/resolve safety issues/risks.
10. Ensuring all safety issues (e.g., accidents and incidents, violations, occurrences) are effectively mitigated.
11. Ensuring Riyadh Air's SMS is properly effectively implemented and performing to requirements; and
12. Ensuring the continuous improvement of the SMS.



Responsibilities

1. Ensuring that the Safety Management System is properly and effectively implemented and is performing in accordance with specified requirements.
2. Direct responsibility for the conduct of the Riyadh Air affairs.
3. Establish and commit to the Riyadh Air Security, Safety & Quality Policies.
4. Ensuring safety objectives, performance indicators and targets are established, appropriate and communicated.
5. Act as Chairman of Safety Review Board.
6. Ensuring, not only adequate numbers of personnel, but also that positions within the SMS are filled by personnel on the basis of knowledge, skills, training, and experience appropriate for the position.
7. Ensuring Riyadh Air SMS is provided with adequate facilities, workspace equipment and supporting services necessary to satisfy operational safety requirements.
8. Ensuring that Riyadh Air is in compliance with requirements of applicable authorities (i.e., regulations), as well as Riyadh Air's policies and procedures.
9. Acting as the company's safety champion.

Authorities

1. Has full authority over safe operations of the Riyadh Air;
2. To make right strategic safety decisions on behalf of Riyadh Air to ensure an effective SMS implementation.
3. Final Authority for the resolution of all safety issues;
4. Authority over operations under the certificate, authorization, or approval of the organization, including the authority to stop the operation or activity;
5. To ensure the planning and allocation of resources necessary to manage safety and security risks to aircraft operations;
6. To ensure the allocation of resources necessary to implement the requirements of the Air Operator Certificate;
7. To take action to ensure the management system is effective;
8. To make policy decisions, provide adequate human and physical resources, resolve operational quality, safety, and security issues and, in general, ensure necessary system components are in place and functioning properly.



1.3.1.1 Qualification And Experience

Essential – Bachelor's Degree with additional Management Level certification and extensive leadership and management experience of not less than 10 years in very senior aviation management roles. Be familiar with Riyadh Air's Safety Management and Quality Assurance Systems commensurate with his/her responsibilities.

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1.3.2 VP Corporate Safety, Security, & Environment

VP Corporate Safety, Security & Environment (VP-CSSE) reports directly to the Accountable Executive to ensure continuous oversight and escalating critical safety, security, Environment and Occupational Safety & Health (OSH). He works in close coordination with the Accountable Executive Post Holders and key stakeholders.

As per GACAR 91, GACAR 119, GACAR 121, GACAR Part 4, GACAR 5, National Civil Aviation Security Program (NCASP) and Riyadh Air company requirements, the VP-CSSE has access to all parts of Riyadh Air's and sub-contractor's organization and has the overall responsibility for the performance of the Integrated Safety Management System (SMS), the Security Management System (SeMS), Environment and Occupational Health & Safety (OHS) through the effective management and supervision applied in his management. This includes:

1. initial approval and oversight of corporate safety and SMS, corporate security/SeMS, environment & OHS, and SeMS activities throughout Riyadh Air on behalf of the Accountable Executive and senior management.
2. Periodic review of the Safety, Security & Quality Policies to ensure its continued relevance as well as its deployment throughout the organization.
3. Oversight of the Safety, Security, Environment and OHS systems ensuring compliance with GACA and other applicable regulations, company, customer standards, and aircraft airworthiness.
4. Maintain a continued feedback system to the Accountable Manager with regards to adequacy of the Integrated Safety & SeMS ensuring that deficiencies and non-compliances are identified, root causes analyzed, and the appropriate corrective/preventive actions promptly put in place.
5. Communicate and coordinate with regulatory authorities and other external entities with regards to safety, security Environment (Occupational Health & Safety-OHS) issues as needed to ensure coordination with the relevant heads of the corporate.
6. Oversight of the occupational safety and health system ensuring compliance with the applicable laws, regulations, and standards.
7. Management of the continuous improvement system within Riyadh Air.
8. Development, maintenance, and oversight of the Riyadh Air Aircraft Operator Security Program (AOSP) to comply with GACA and all other applicable regulations, and company aviation security standards and requirements.
9. Establishment, development, management and implementation of corporate security targets, indicators, approve assessments and oversee.
10. Maintain open communication and coordination with all relevant Post Holders, managers, and personnel in the identification of operational risks.
11. Oversee implementation of Problematic Use of Psychoactive Substance Program, and
12. Participate in National & International Safety, Security and Environment (Occupational Health & Safety-OHS) Committees and coordinate the outcomes with the relevant stakeholders.



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13. approve corporate Safety, Security, Environment and OHS training programs in accordance with the applicable regulations to ensure the development of safety and security culture within the organization.
14. oversee effective implementation of the Fatigue Risk Management System within the organization.
15. Establishment and maintain records for corporate safety, security, environment, and OSH documentation.
16. For the purpose of Riyadh Air, the VP-CSSE remains responsible for Compliance Monitoring , corporate Safety/SMS, and Security & Environment (Occupational Health & Safety-OHS)
17. Communicating operational corporate safety, security, and environment (Occupational Health & Safety-OHS) concerns to the post-holders and other operational managers; and provide independent advice on safety matters.
18. Oversee Safety Action Groups (SAGs) activities
19. Coordinate and communicate safety issues within Riyadh Air as well as with external organizations (including the GACA and other State authorities as necessary).
20. Ensuring that the Accountable Executive is kept properly informed on corporate safety, security, and Environment (Occupational Health & Safety-OHS) matters.
21. Approval of corporate safety, security, environment & OHS training, and education program for RX staff that meets acceptable standards.
22. Oversee and/or conduct corporate safety, security, environment investigations, audits, inspections, and surveys, as required and/or when deemed necessary,
23. Delegate any of the above functions to his deputy.
24. Additional duties and responsibilities, as assigned by Accountable Executive..

VP-CSSE designates managers who are responsible for assisting him with the implementation, maintenance, and day-to-day administration of corporate safety, SMS, SeMS, environment & OHS throughout the organization, on his behalf and ultimately, on behalf of the AE and senior management. They are Director Corporate Safety, Director Corporate Security, and Director Corporate Environment & Sustainability.

In the absence of the Post Holder, his deputy shall accept the full duties and responsibilities of the Post Holder. A full hand over briefing must be given to the Deputy by the Post Holder for extended periods of absence.

The responsibilities related to Emergency Response are as follows:

1. Lead Riyadh Air Emergency Response Team,
2. Maintains Riyadh Air Emergency Response Plan.
3. Overall coordination of the development, maintenance and updating of the Riyadh Air Crisis Management Center (CMC) Center.
4. Coordinate the emergency response in the event of an aircraft serious incident/accident on behalf of the Riyadh Air's management.



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5. Proposes Budgets for Training Courses for ERP (Emergency Response Plan, Crisis, and Resilience Management).
6. Lead Riyadh Air's ERP Rehearsals.
7. Attends relevant Industry Summits, Conferences, Workshops, Seminars and Training Courses

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**1.3.2.1 Qualification And Experience**

1. VPCSSE must have an appropriate degree preferably in engineering and/or with valid aircraft maintenance engineer license or valid airline transport pilot license.
2. Experienced as a Pilot in Command of a multi-engine/multi crew aircraft; or mechanic certificate with both Airframe and Powerplant (A&P); or acceptable aviation safety management experience with previous Regulatory authority Post Holder approval within Safety.
3. Successful completion of an aircraft accident investigation course

Work Experience

1. Minimum of 15 years aviation industry experience is required including at least 5 years in Safety, Quality and/or security management senior role.
2. Fluent in written and spoken English
3. General business management knowledge in budgets, human resources, performance, and project management
4. Advanced computer literacy in office productivity applications
5. Supplemental training in safety related disciplines, such as Flight data analysis, advanced investigations, auditing, risk management, etc.
6. Familiar with GACARs and other competent authority regulations.
7. Human Factor Training
8. Safety Management System Training

1.3.2.2 Qualification And Experience (As Manager Crisis & Resilience)

1. Bachelor's Degree preferably in Aviation or Engineering and/or an airline pilot and/or certified maintenance Engineer,
2. Good knowledge in Airline Emergency Response Planning and Family Assistance.
3. Full familiarity with the Riyadh Air Emergency Response Plan (ERP).
4. Training on Emergency Response by recognized Organization or Emergency Response Service provider.

1.3.3 Director Corporate Safety

The Director Corporate Safety (DCS) reports directly to the VP-CSSE and assists him in the establishment, development, effective implementation, monitoring, management, supervision, follow ups, and performance of safety within Riyadh Air as per the applicable regulations, standards, and Riyadh Air's requirements.

The DCS has the below responsibilities:

1. Developing, implementing, and maintaining a hazard identification and safety risk assessment and mitigation program associated with the Riyadh Air's aviation products and services.



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2. Managing the processes for corporate Safety Data Collection and Processes Systems (SDCPS) such as safety reporting, Flight data analysis (FDA) and other safety data collection methods to ensure prompt collection and analysis of safety data and appropriate distribution within the organization of related safety information such that safety risk decisions and controls, as necessary, can be made.
3. Developing, implementing, and maintaining an operational safety reporting system throughout the company.
4. Developing, implementing, and maintaining a confidential safety reporting system.
5. Responsible for managing Riyadh Air safety occurrence reporting system as well as occurrence reporting in GACA occurrence reporting system.
6. Developing, implementing, and maintaining an investigation and FDAP in accordance with the relevant regulations.
7. Developing, implementing, and maintaining processes for the setting performance measures as a means to monitor operational safety performance and to validate the effectiveness of corporate safety risk controls.
8. Developing, implementing, and maintaining a management of change process and to encourage its use throughout the organization.
9. Coordinate with Crew Training division for developing, implementing, and maintaining a corporate safety training program consistent with the needs and complexity of the company.
10. Developing, implementing, and maintaining a formal means of communicating to the relevant personnel awareness of the SMS, explaining why particular corporate safety actions are taken and why corporate safety procedures are introduced and changed.
11. Developing, implementing, and maintaining a program to identify areas of continuous improvement of the SMS throughout the organization.
12. Developing, implementing, and maintaining a departmental project portfolio and systems development program.
13. Providing periodic report on the corporate Safety/SMS performance and any need for improvements to SRB.
14. Supervising the Fatigue Risk Management System (FRMS) and ensuring FRMSAG meetings are conducted.
15. Act as team member of Safety Action Group (SAG)
16. Oversee incident, accident, and irregular operations event investigations. Work with local and onsite entities to include the GACA and AIB when required.
17. Maintaining SMS documentation and records.
18. Implement effective corrective and preventive actions following Quality Assurance and Regulatory Audits.
19. Promote corporate safety throughout the organization by ensuring corporate safety-related information, including organization goals and objectives, are made available to all personnel through established communication processes.



20. Ensuring maintenance of safety management documentation to include periodic reviews of the Manuals related to Safety Department.
21. Oversee implementation of Problematic Use of Psychoactive Substance Program, and
22. Additional duties and responsibilities, as reasonably expected, may be assigned as required.
23. Follow up on relevant tasks until completion/closure.

Note 1:

In the absence of the DCS, a full hand over briefing must be given to the deputy for extended periods of absence.

The responsibilities related to Emergency Response are as follows:

1. Maintain Riyadh Air Emergency Response Plan.
2. Overall coordination of the development, maintenance and updating of the Riyadh Air Emergency Centers. Coordinate the emergency response in the event of an aircraft serious incident/accident on behalf of the Company's management.
3. Propose Budgets for Training Courses for ERP (Emergency Response Plan).
4. Involvement in ERP Exercises.
5. Maintain Exercise Records for ERP Exercises.
6. Maintain ERP Service Contracts with service providers.
7. Attendance at Industry Conferences and Training Courses

1.3.3.1 Qualification and Experience

Qualification and Education

1. Bachelor's Degree in a field related to safety or aviation.
2. Master's degree in, business administration, or general management
3. Airline Transport Pilot License, experienced as a Pilot in Command of a multi-engine/multi crew aircraft; or mechanic certificate with both Airframe and Powerplant (A&P); or acceptable aviation safety management experience with previous Regulatory authority Post Holder approval within Safety.
4. Successful completion of an aircraft accident investigation course
5. Successful completion of an aviation Safety Management System training course

Work Experience

1. At least 15 years total working experience.
2. At least 10 years of aviation working experience.
3. At least 7 years working experience in a safety function.
4. Good background in Airline Emergency Response management.

Training and Knowledge

1. Fluent in written and spoken English.



2. General business management training, including budgets, human resources, performance, and project management.
3. Advanced computer literacy in office productivity applications
4. Supplemental training in safety related disciplines, such as Flight data analysis, advanced investigations, auditing, risk management, etc.
5. Familiar with GACARs and other (FAA/EASA) regulations.
6. Human Factor Training
7. Safety Management System Training
8. Good knowledge in Airline Emergency Response Planning and Family Assistance.
9. Full familiarity with the Riyadh Air Emergency Response Plan (ERP).

1.3.4 Key Personnel – Responsibilities

1.3.4.1 Flight Safety Specialist Responsibilities

1. Conduct investigations of corporate safety occurrences involving Riyadh Air staff, aircraft, and equipment and associated facilities as directed by VP Corporate Safety, Security and Environment and under the guidance Director Corporate Safety to identify the causal factors and propose recommendations to avoid re-occurrence and improve the overall safety levels.
2. In-depth analysis of the events observed during the flight data analysis and other correlated documents/records with respect to the technical aspects of aircraft operation. Investigation of the root cause and closure with a formal report.
3. Ensuring all significant/red events are assessed under the Safety Risk Management (SRM) process,
4. Supports all investigations requirements.
5. Coordinating the regulatory authority's mandatory occurrence reporting scheme.
6. Responsible to follow up and close all mandatory safety reports with the authorities.
7. Identify safety trends and agree action plans with the relevant operational departments.
8. Involvement in publishing the periodic Safety publications.
9. To be an active member of the Safety Committee where meetings are held on a regular basis to address safety concerns, procedures, and improvement.
10. Review all Air Safety Reports for analysis and further action till closure.
11. Analyzing and investigating FDA events.
12. Communicating/counselling crew involved in Safety and FDA events.
13. Managing Flight Analysis Report and comments on relevant safety system.
14. Review, assess and generate safety recommendations to arrest adverse trends of FDA to the VP Corporate Safety, Security, & Environment/Director Corporate Safety.



15. Escalating safety violations and significant safety trends to the attention of the VP Corporate Safety, Security and Environment t Director Corporate Safety.
16. Involvement in publishing the periodic Safety publications.
17. team member of the SAG and SRB,

1.3.4.1.1 Qualification And Experience

1. Must possess good judgment skills.
2. Good people skills and a positive attitude towards safety management.
3. Analytical and problem-solving skills.
4. Oral and written communication skills.
5. Seeking ways to improve SMS.
6. At least 5 years working experience as a pilot.
7. Require qualification related to a safety investigation role or equivalent specialized professional qualifications such as an Aircraft Accident Investigator qualification.
8. Require aviation industry experience, including carrying out safety investigations and demonstrating strong technical report writing skills.

1.3.4.2 Part Time Internal Safety Investigator

Riyadh Air policy is to shall perform and/or oversee corporate safety, security, and environment investigations. However, in case of any unforeseen situations, the services of part time safety investigator within Riyadh Air organization (i.e. ESO or Quality Engineers) who are trained as Internal Safety Investigators can be used. Their qualification and experience requirements will be as for Safety Investigators. For the operational incidents/events, the FSOs/CSOs/GSOs who are trained as Airline Safety Investigators will be part of the investigation team.

1.3.4.3 SMS Administrator Responsibilities

1. Maintain safety reporting database (e.g., voluntary, mandatory, confidential, anonymous reporting).
2. Coordinate Regulatory Authority's mandatory occurrence reporting scheme in line with rules, regulations and Company's adopted policies, procedures, and safety measures.
3. Initiate and follow up on occurrence investigation process by reporting events through the established channels.
4. Liaise effectively with other departments on a regular basis for incident follow up.
5. Evaluate risk with Director Corporate Safety for all safety reports/occurrences.
6. Generate Closure of hazard reports after due investigation and follow up.
7. Prepare monthly and quarterly reports for VPCSSE approval and presentation to Department Managers.



8. as approved by VPCSSE or his delegate, collect, organize, and disseminate safety-related information to promote safety awareness.
9. Review safety documents such as Safety Management System Manual in line with regulations to reflect safety core policies and best practices.
10. Support team members in publishing the periodic safety regulations, directives, Newsletter, Alerts and Bulletins, and disseminating the same, as appropriate.
11. Assist Director Corporate Safety in increasing operational risk awareness and promoting safety culture.
12. Support in the overall development of the department and contribute towards training whenever required.
13. Assume a proactive role in staying informed with the industry's best practices for continuous development of the Safety department.
14. Contribute by ensuring accurate, timely preparation and execution of all tasks allocated by VPCSSE/DCS in line with assigned duties and responsibilities.
15. Keeps abreast of current safety legislation and requirements to ensure the organization follows the same.

1.3.4.3.1 Qualification And Experience

1. Minimum of bachelor's degree level education.
2. Excellent knowledge of IQSMS or similar safety systems.
3. Must possess good knowledge of safety management principles.
4. At least 5 years working for an airline safety department.
5. Must be trained in Safety Management System appropriate to their function.

1.3.4.4 Flight Data Specialist Responsibilities

1. Maintains the Riyadh Air FDA policies and procedures in line with current regulations and industry best practice.
2. Liaises with IT on all matters relating to the FDAP ensuring data availability and capture.
3. Obtain RAW Data and process this data with FDA/FOQA System on time to ensure efficient running of FDAP.
4. Perform data analysis and identify abnormalities that exceed defined thresholds.
5. Reviews Flight data analysis triggers and events for accuracy.
6. Updates Safety Reports with inputs based on FDA reviews.
7. Coordinate analysis of Air Safety Reports with hard data generated on FDAP.
8. Utilize software routines able to gather data required for special flight performance studies.



9. Coordinate with FSO to generate monthly and yearly FDAP bulletins.
10. Generate all required statistics to facilitate FDA.
11. Responsible for maintaining backups of all relevant company safety information generated from FDA.
12. Develops classroom Flt Safety Training material as required.
13. prepare with preparation of Safety Performance Indicators for submission to GACA.
14. prepare in preparation of quarterly statistics and trends.
15. Collates data and prepares FDA reports for quarterly relevant Safety Action Group (SAG).
16. Conducts analysis and investigations in collaboration with the Safety Officer and Flight Operations.
17. Identifies hazards and risks emanating from Flight Data and offers recommendations where required.
18. Conducts activities pertaining to Safety in operational areas which include bulletins, events, seminars etc.
19. Develops material to aid Safety Promotion and Communication throughout the organization.
20. To be member of the Safety Action Group
21. Conduct or participate in investigations, as instructed by his/her management.
22. Perform any other safety related tasks as deemed necessary by the management.
23. Follow up on relevant tasks until completion/closure.

1.3.4.4.1 Qualification And Experience

1. Must possess good knowledge of safety management principles and have at least 5 years of working experience in a similar role with a mid-sized airline.
2. Must be trained in Flight data analysis Systems and Safety Management Systems.
3. Well versed in MS Office Suite/Google office applications, proficiency in Microsoft Excel at Expert level with sound knowledge generating statistics and graphics.
4. Effective written and verbal communication skills in English, Arabic would be an advantage.
5. Must be able to read and understand technical manuals, documents, and regulations pertaining to a wide variety of operational areas and preferably be conversant with GACA Regulations.
6. Knowledge of FDAP/FOQA System
7. Minimum Education bachelor's degree, holding a valid CPL will be an added advantage.

1.3.4.5 Technical Safety Specialist Responsibilities

1. Conduct investigations of safety incidents involving Riyadh Air staff, aircraft, and equipment and associated facilities as instructed by VP Corporate Safety, Security & Environment and under the



guidance of the Director Corporate Safety to identify the causal factors and propose recommendations to avoid re-occurrence and improve the overall safety levels.

2. Support all investigations requirements and participate in investigations.
3. Support the Director Corporate Safety in collecting factual information from the involved technical departments relating to a safety incident that is under Riyadh Air Safety investigation. Depending on the severity of the incident short notice support may be required.
4. Liaise with the Technical departments to ensure their timely response to the collection of the documentation and information related to an investigation of a safety incident. Collect, share, and review with the Director Corporate Safety the responses received from the operations/ line departments related to the investigation of the safety incident and the recommended corrective and preventive actions.
5. Provide advice including best practices to the Safety Promotions team to develop safety awareness training. Participate in safety campaigns as a part of Safety Promotions to increase safety awareness. Provide feedback on the implementation efficiency of the SMS within the Technical departments, including the monitoring of the reporting processes among the technical departments and third party/ contracted companies.
6. Supports all investigations requirements.
7. Coordinating the regulatory authority's mandatory occurrence reporting scheme.
8. Responsible to follow up and close all mandatory safety reports with the authorities.
9. Identify safety trends and agree action plans with the relevant operational departments.
10. Involvement in publishing the periodic Safety publications.
11. To be an active member of the Safety Committee where meetings are held on a regular basis to address safety concerns, procedures, and improvement.
12. Conduct in-depth analysis of safety data and present statistical summaries to the Director Corporate Safety highlighting significant trends and occurrences.
13. Coordinating the regulatory authority's mandatory occurrence reporting scheme.
14. Responsible for following up and closing all mandatory safety reports with the authorities.
15. Identify safety trends and agree action plans with the relevant operational departments.
16. Involvement in publishing the periodic Safety publications.
17. To be an active member of the Safety Committee where meetings are held on a regular basis to address safety concerns, procedures, and improvement.
18. Perform any other safety related tasks as deemed necessary by the management. Follow up on relevant tasks until completion/closure.

1.3.4.5.1 Qualification And Experience

1. Minimum education of bachelor's degree level.



2. Qualified B1 or B2 engineer or A and P License holder.
3. Must possess good knowledge of safety management principles.
4. At least 3 years working for an airline safety department.
5. Require qualification related to a safety investigation role or equivalent specialized professional qualifications such as an Aircraft Accident Investigator qualification.
6. Require aviation industry experience, including carrying out safety investigations and demonstrating strong technical report writing skills.

1.3.4.6 Crisis & Resilience Management Specialist

1. Develop, update, and maintain a detailed emergency response program on a continuous basis.
2. Update ERP manual, checklist and needed modifications, whenever necessary.
3. Designs and conducts emergency desk-top and practical rehearsals on a wide variety of disaster contingencies.
4. Maintain ERP equipment and conduct periodic checks on emergency equipment to ensure successful emergency response.
5. Coordinate with accredited Medical Center and GACA for the Drug and Alcohol test for the safety sensitive staff.
6. Participate in publishing safety newsletter, research & studies, bulletins, preparing.
7. Carry out occupational safety & health practices.
8. Participate in investigations.
9. Any other task assigned by management.
10. Perform any other safety related tasks as deemed necessary by the management.
11. Follow up on relevant tasks until completion/closure.

1.3.4.6.1 Qualification and Experience

1. Bachelor's degrees from an accredited institution.
2. Proficient in English.
3. Computer literacy with manual writing skills.
4. Good communication and interpersonal skills.
5. 3 years' experience in Airline's Emergency Response section.
6. Must be trained in Emergency Response Procedures and Safety Management System.

**1.3.4.7 Line Personnel Responsibilities**

1. Implementing and enforcing corporate safety policies contained in this manual and elsewhere applicable to their areas.
2. Ensuring the accessibility of staff to all applicable safety documentations and manuals including CSMM.
3. Conducting safety surveys, audits and inspections in their work areas and ensuring that all safety rules and regulations are complied with as contained in this manual.
4. Maintaining and retaining records of the safety surveys, audits, and inspections and of actions taken on discrepancies found.
5. Complying with all safety inspection / hazard reports which draw attention to hazardous conditions or make safety recommendations within the time limits specified.
6. Notifying Corporate Safety, Security, and Environment division and superiors immediately of any accidents, incidents, / safety related events or safety violations and/or injuries and safety issues.
7. Investigating and submitting reports on accidents/incidents/injuries occurring in their area of responsibility. Filing reports on lost, damaged, or destroyed property.
8. Ensuring that all safety policies applicable during hazardous tasks are strictly followed.
9. Ensuring that operational staff who operate and utilize Ground equipment are authorized, trained and competent to carry out such tasks.
10. Ensuring safety reports response from operational department contain details of the corrective action(s) taken to prevent recurrence.
11. Ensuring that all new, modified, or relocated equipment / machinery is functionally tested by qualified personnel prior to line operations and, records of such tests are retained.
12. Ensuring that only trained and authorized personnel operate, use and repair machinery and / or tools.
13. Ensuring that safety devices provided with tools and machinery are used and not removed, bypassed, or tampered with.
14. Perform any other safety related tasks as deemed necessary by the management.
15. Follow up on relevant tasks until completion/closure.

1.3.4.8 Sub-Contractors Responsibilities

1. Clearly define measurable Safety Specifications within a contractual addendum, such as service level agreement (SLA), or memorandum of understanding (MOU).
2. Establish an open line of communication with concerned Riyadh Air department for operating requirements, identified hazards, and deficiencies.
3. Established means to monitor safety management system/ safety performance in the contracted service providers activities.



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4. Maintaining regulatory compliance, and standards, for all the provided services.
5. Immediately report any safety concerns, safety issues, damage to company property, injuries to company staff, and/or unsafe practices to the relevant department in Riyadh Air.
6. Allow Safety and Security Department to conduct safety surveys, audits, inspections, and investigation in the contracted service providers work site(s).
7. Conduct Safety/ SMS improvement meetings with safety department as needed.
8. Promote and encourage safety reporting and enhance safety communication within the service providers area of activities.

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1.4 SAFETY REVIEW AND ACCOUNTABILITY

1.4.1 General

Riyadh Air Safety Review shall ensure periodic review and management of all reported Corporate safety, reports, changes/safety trends to ensure SMS's continuing suitability, adequacy and effectiveness in the management and control of operations and to reduced /eliminate risks through assessing opportunities for improvement and the need for changes to the system, including, but not limited to, organizational structure, reporting lines, authorities, responsibilities, policies, processes and procedures, as well as allocation of resources and identification of training needs.

Safety Review within Riyadh Air is achieved through the Safety Review Board (SRB) meetings. The SRB provides a forum where All Post Holders and senior managers from key operational areas meet every six months to evaluate safety of the company on a regular basis.

Safety Review Board (SRB) relies on Safety Action Group for advising on specialist aviation safety matters, promoting safety within all departments, and assisting on SRB recommendations and orientations implementation.

1.4.2 Safety Review Board (SRB)

The Safety Review Board (SRB) is Riyadh Air high level committee that considers matters of strategic safety importance in support of the Accountable Executive's safety accountability. It provides the platform to achieve the objectives of resource allocation and to assess the effectiveness and efficiency of risk mitigation strategies. The SRB is chaired by the Accountable Executive and composed of Heads of key operational departments, including line managers responsible for functional areas as well as those from relevant administrative departments. The Post Holder SMS/Safety participates in the SRB in an advisory capacity. V.P. Safety, Security & Environment communicates to the accountable executive all information, as necessary, to allow decision making based on safety data. In the absence of the Accountable Executive, he may designate the chairmanship to an appropriate person to deputize on his behalf during the meeting.

V.P. Safety, Security & Environment acts as the secretary, liaise with departmental heads to formulate the agenda of the meetings. Membership includes:

1. Accountable Executive (Chairman)
2. VP Corporate Safety, Security & Environment (PH Safety)
3. VP Flight Ops (PH Flight Ops)
4. Chief Pilot
5. VP Ground Ops & Cargo
6. VP Technical Ops (PH Technical Operations)
7. Director Corporate Safety



8. Director Corporate Security
9. Senior Manager Cabin Crew Training & Standards
10. Director OCC
11. Chief Inspector (PH Technical Quality)

The Safety Review Board (SRB) is established to address the responsibilities of planning, organizing, communicating, reviewing, risk assessing, monitoring mitigation strategies and measures of safety issues and changes brought to the SRB as the result of expansion, contraction, organizational changes, changes to existing systems, introduction of new equipment, programs, products or services, and the introduction of new policies, processes or procedures within the company, its departments, and/or new trends generated by continued analysis of safety data; with the tenacity to meet and comply with domestic and international regulations and standards.

By no means should the establishment of SRB contradict any of the goals and objectives of Corporate Safety, Security and Environment. Contrary to that, the establishment of this board complements the efforts of the management to bring about a complete implementation of the SMS within its applicable divisions and third-party service providers.

1.4.2.1 Managing the Safety Review Board

In the SRB, the management system is reviewed to ensure its continuing suitability, adequacy and effectiveness in the management and control of operations and associated risks. The review includes assessing opportunities for improvement and the need for changes to the system.

As part of management review, the SRB conducts regular review of the SMS, including the output of the Safety Risk Management and assesses the need for changes to Riyadh Air. VP-SSE produces quarterly reports to advise the accountable executive and senior management of the level of safety of operational departments and advise them of any significant trends that pose a potential threat. A summary of Audit non-conformities and recommendations are also presented during the meeting. These audit reports and other safety reports form part of the SRB agenda which also includes FDA/trend reports, hazards and occurrence reports, safety/quality audit findings and investigation reports.

Occupational Health & Safety (OHS) and Environment related issues are also discussed in SRB.

1.4.2.1.1 Duties and Responsibilities

1. Safety Review Board (SRB) Chairman:
 - a. Presides over the committee meeting and ensures that business is conducted in an objective manner in accordance with the agendas mentioned in this section.
 - b. Reviews and approves the minutes proposed by the SRB members prior to publication.
 - c. Prepares items/tasks which identifies the concerned department/s, and the priority of the task, and share with concerned SRB members in the agreed upon time frame.
 - d. Ensures active follow-up on all assigned tasks/items.



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- e. Collects and reviews the corrective actions/responses received from the concerned departments and prepares a list that contains the status of items/tasks.
- f. Orders the close of an item/task wherever is completed to satisfaction of the SRB members.
- g. Invites experts/specialists on subject matters to present opinions to the SRB.
- h. As needed, establishes special working groups to assist in a specific task/issue.
- i. Requests SRB members; at the beginning of each year to:
 - i. Establish Annual Safety objectives for SRB.
 - ii. Establish Annual Safety Performance Indicators (SPIs) for all departments.
 - iii. Review and comply with the Annual Safety Reports' outcomes, recommendations.

9. Safety Review Board (SRB) Members:

- a. Participate in all meetings.
- b. Propose any necessary changes to existing safety policies, procedures, or standards.
- c. Represent their department in carrying out additional tasks as individuals or groups as assigned by the SRB.
- d. Complete assigned tasks/inquiries in accordance to established target dates/deadlines.
- e. Review the task/trend provided by the Chairman, then take the necessary corrective action as required,
- f. SRB concerned members shall:
 - i. assess the risk on safety, security, and environment trends.
 - ii. Develop control and mitigation strategies.
 - iii. Assign departmental responsibilities.
 - iv. Monitor implementation of mitigation strategies
 - v. Report to the SRB on the outcome and safety assurance findings.
- g. SRB members, according to their specialties to supervise implementation of mitigation strategies and carry out active follow-ups on the recommended actions and submit required reports by a predetermined date to the SRB.
- h. Concerned SRB members with assigned tasks shall re-evaluate strategies and processes as part of safety assurance in their respective departments.
- i. Provide a written notice of the action taken to complete assignments to the Chairman.
- j. SRB members on a yearly basis:
 - i. Establish Annual safety, security, and environment objectives.



- ii. Establish Annual Safety Performance Indicators (SPIs) for their department.
- iii. Review and comply with the Annual Safety Reports' outcomes and recommendations.
- k. As needed, establish special working groups to assist in a specific task/issue.
- l. Ensure risk assessment and mitigation controls of hazards that are by-product of change due to expansion, contraction, changes to existing systems, organizational changes, equipment, programs, products or services, and introduction of new equipment or procedures are systematically and proactively identified and reported to the SRB.
- m. Ensure mitigation control strategies to manage safety risks are developed, implemented, and subsequently evaluated. (Management of change).
- n. As part of the continuous improvement of the SMS, SRB members aim at determining the immediate causes of below standard performance and their impact on routine operations and SMS, and rectifying situations involving below standard performance identified through safety assurance activities. (Continuous improvement).

1.4.2.1.2 Governance

1. Chairman:
 - a. The Accountable Executive (AE) shall be the Chairman of the Safety Review Board, in the absence of the chairman the VP Corporate Safety, Security and Environment (VPCSSE) will lead the meeting.
 - b. SRB meeting shall take place only when the chairman or VPCSSE is present.
2. Attendance:

Each department will be represented by their permanent members only or their officially delegated alternatives. The committee shall convene with the attendance of at least half the members of the SRB in addition to the attendance of the Chairman.
3. Meetings.

The Meetings will be held bi-annually, or any other time deemed necessary by the AE.
4. Co-Ordinator:

The Director Corporate Safety will act as the SRB coordinator.
5. SRB Minutes:
 - a. Minutes should be prepared by the Safety and Security department.
 - b. A separate list titled "Action Items" will be attached. This list will be used for follow-up purposes in subsequent meetings.
6. The minutes and list will be distributed by the coordinator no later than four (4) working days after each meeting.



1.4.2.2 Agenda

The SRB agenda will be aligned with the following:

1. To review, manage and monitor changes within the organization.
2. Review of specific safety trends that adversely and/or significantly affect the efficiency and safety of company operations.
 - a. Proactive Safety Trends: The list includes trends that are generated through the active identification of safety risks through the analysis of operational activities as well as trends generated through the identification of potential future problems by capturing system performance as it happens in real-time normal operations; this includes but not limited to trends generated through:
 - i. Flight Operations Quality Assurance (FOQA)
 - ii. LOSA
 - iii. Safety Audits
 - iv. Safety Surveys
 - v. Confidential Reporting
 - vi. Flight Safety Inspections
 - vii. Cabin Safety Inspections
 - viii. Ground Safety Inspections
 - ix. Technical Safety Inspection
 - b. Safety Issues: The list includes but not limited to safety or aviation security issues pertaining to:
 - i. Management of Change
 - ii. Safety Performance Indicators (SPIs)
 - iii. Safety Assurance
 - iv. Safety Promotion
 - v. Unruly Passengers
 - c. Safety Trends: The list of specific categorized safety trends that can have an impact on safety, and continuity of operations may include but limited to:
 - i. Significant issues arising from FDAP;
 - ii. Significant internal and external safety events and trends;
3. Review of safety performance and statistical analysis since last meeting.
4. Changes in regulatory policy or civil aviation legislation;
5. Regulatory safety violations



6. Significant issues arising from Quality Assurance and Risk Management
7. Significant issues of Occupational Health and Safety
8. Significant issues of Environment
9. Review of Action Item list as scheduled.
10. Review of additional safety trends pertaining to collaborative items including safety policy, procedures or standards as requested by members and approved by the Chairman at least three working days in advance.

1.4.3 Safety Action Group (SAG)

SAG acts upon the strategic direction for safety provided by the SRB and facilitates the implementation of the company's safety policy commitments at an operational level. SAG is accountable to the SRB. SAG shall be chaired by the respective department Post Holder who is responsible for the achievement of the company's safety commitments.

SAG shall be established in the following departmental framework:

1. Flight Safety Action Group (FSAG)
2. Technical Safety Action Group (TSAG)
3. Ground Safety Action Group (GSAG)
4. Cabin Safety Action Group (CSAG)
5. OHSE Action Group (OHSEAG)
6. Fatigue Risk Safety Action Group (FRSAG)

1.4.3.1 Safety Action Group Responsibilities

Each Safety Action Group has the following responsibilities:

1. Ensure that hazard identifications and risk assessments are carried out as appropriate, with the necessary staff involvement to build up safety awareness,
2. Ensure that satisfactory arrangements exist for safety data capture and actioning employee feedback,
3. Ensure that suitable safety performance indicators are developed and regularly reviewed for the functional area,
4. Ensure that the Audit Program is operated to maximize its direct contribution to safety performance,
5. Convene meetings or briefings as may be necessary to ensure that effective opportunities are available for all employees to participate fully in the management of safety,
6. Ensure that shortfalls in human performance, which are found to have contributed to safety events, are dealt with in a manner that does not compromise the company's safety culture,



7. Ensure implementation of previous safety recommendations,
8. Ensure that adequate investigation of safety events/issues takes place and that safety reviews are then conducted and any actions arising are tracked to completion,
9. Ensure that appropriate safety emergency and technical training of personnel is carried out to meet or exceed minimum regulatory requirements,
10. Review incident, accident, and safety information received from manufacturers, authorities, and the dissemination of appropriate information to staff,
11. Ensure that safety actions group interface adequately with workplace occupational safety so that there is compatibility,
12. Discuss all new relevant mandatory occurrence reports, and
13. Safety and security department shall contribute data on the following parameters according to the department's safety indicators and targets, as a minimum:
 - a. Risk Assessment Status.
 - b. Investigation Status.
 - c. Safety Performance/Trends.
 - d. Noteworthy Events/Occurrences.
 - e. Discussing and deciding on safety measures and risk control for the department.
14. Accepting risk in the acceptable (green) range and escalating risk outside the acceptable (green) range to the SRB as appropriate

1.4.3.2 Governance

1.4.3.2.1 Frequency

1. SAG shall be held monthly, or any other time deemed necessary by the VP Corporate Safety, Security & Environment/Director Corporate Safety.
2. OHSE action group will be held quarterly, or any other time deemed necessary by the VP Corporate Safety, Security & Environment /Director Corporate Safety.

1.4.3.2.2 Membership

1. SAG membership shall normally be drawn from functional managers, supervisors, and staff from within the appropriate functional area. The number of SAG members shall reflect the size, complexity, and structure of the department.
2. For each SAG, the department shall assign a coordinator to record the meeting minutes. The operating departments shall be responsible for arranging SAG meetings, the preparation of the SAG meetings, recording the minutes of the meeting, and for SAG's ongoing review.



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3. The VPCSSE/DCS shall normally attend each SAG meeting to function as an independent facilitator/observer but may nominate a representative to attend on their behalf.
4. Safety office also appoints following as SAG Team Member:
 - a. Safety Specialists (as required)
 - b. SMS Administrator
 - c. FDAP Specialist (as required)
 - d. Safety Investigator (as required)

Note:

1. *At times owing to operational constraints all the members may not be present for the meeting. The minutes of the meeting may be shared with them.*
2. *Meeting between Safety and Quality will be held separately as and when required.*
3. *If there is a significant audit finding that needs to be addressed in the SAG meeting, the Chief Inspector will be invited to attend the SAG meeting.*

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1.5 DOCUMENTATION AND DATA INFORMATION MANAGEMENT

1.5.1 SMS Documentation and Records

1.5.1.1 SMS documentation

CSMM has been developed to describe corporate safety-related policy, processes and procedures and the interfaces between them. Moreover, it provides a single point of reference for all company staff to obtain instructions and guidance regarding their responsibilities, authorities, and performance of duties pertaining to SMS.

All SMS documentation is accessible to company personnel on DMS application and controlled by the Document Control procedures, refer Corporate Policy Manual Chapter 4.

1.5.1.1.1 Related Documents

SMS is complemented by a variety of internal and external safety information sources, such as:

1. Annual Audit plan.
2. Emergency Response Plan (ERP) Manual.
3. Risk register.
4. Company Manuals requiring integration with this SMS and supporting safety processes:
 - a. Operations Manuals and Maintenance Manuals.
 - b. Quality Management System Manual.
5. Internal safety information sources integrated into the SMS:
 - a. Problematic Use of Psychoactive Substances Manual.
6. External safety information sources:
 - a. OEM Aircraft Flight Manual.
 - b. OEM Maintenance Manual, Parts Catalogue, Structural Repair Manual, and other Maintenance Publications.
 - c. OEM Service Bulletins, Service Information Letters and other Service Instructions and Advice.
 - d. Master Minimum Equipment Lists, MEL, and Configuration Deviation Lists.
 - e. GACA and AIB Regulations, Standards, Guidance Material, Airworthiness Directives, Airworthiness Bulletins, Advisory Publications, and other material.
 - f. Other NAA Regulations, Standards, Guidance Material, Airworthiness Directives, Airworthiness Bulletins, Civil Aviation Orders, Advisory Publications, and other material.



1.5.1.2 Records

This CSMM describes the Company's SMS, and facilitates internal administration, communication, and maintenance of the SMS. It serves as the company's SMS communication (declaration) to GACA for regulatory acceptance, assessment, and subsequent oversight of the SMS.

SMS Outputs, and Communication Records are maintained as follows:

1. All SMS records shall be:
 - a. legible,
 - b. dated (with dates of revisions),
 - c. readily identifiable,
 - d. maintained in an orderly manner, and
 - e. retained for a minimum of 5 years, (except for SRM outputs which must be retained for as long as the control remains relevant to the operation)
2. For all SMS outputs, and communication records, required within SMS framework to ensure that:
 - a. they can be located, and
 - b. they are periodically reviewed,
 - c. revised as needed, and
 - d. approved for adequacy by authorized personnel.

Obsolete documents are promptly removed from all points of usage or otherwise assured against unintended use.

Below is the list of safety documents and records that are being maintained by Safety Department:

1. Corporate Safety Management System Manual;
2. Emergency Response Procedures Manual;
3. Incident/accident investigation reports;
4. FDA event reports;
5. Safety/SMS audit reports and internal reviews;
6. Reports on SMS/FDA trend analysis and risk assessment;
7. Minutes of SRB and SAG meetings;
8. Hazard and risk register and hazard/safety reports;
9. Safety Performance Indicators, targets, and related charts;
10. Safety promotion records;
11. Personnel SMS/safety training records.



12. SMS Implementation Plan/Gap analysis.

1.5.2 Safety Data and Safety Information Management

GACAR Part 4.47

The Corporate Safety and Security Department maintains a safety information database utilizing both reporting system and DMS for the following items listed below. Data will be analyzed to identify weaknesses in SMS processes and negative performance trends. For data analysis process (refer [Section 2.3.6](#)):

1. Mandatory occurrence reports.
2. Confidential reports.
3. Findings from the GACA oversights such as surveillance, spot-checks, and inspections.
4. Quarterly operational performance and statistical data reports.

Aircraft operational exceedances, adverse trends, and procedural deviations identified from the Flight Data Analysis Program will also be archived using an electronic database and the FDAP analyst will maintain and control access to this data.

Riyadh Air shall provide access to all relevant information stored within the identified databases, on an as requested basis; to the AIB and GACA.



1.6 INTEGRATION OF QUALITY AND SAFETY

The Quality Management System (QMS) and Safety Management System (SMS) are two distinct yet interrelated management systems that work together to ensure the safety and quality of an organization's operations. The primary objective of the QMS is to provide the Senior Management team and GACA with confidence and certainty regarding compliance with all regulatory requirements. This is achieved through independent planning of audits throughout the organization, establishing a quality framework for continuous improvement, and ensuring customer satisfaction. The SMS aims to effectively mitigate safety risks to an acceptable level through the application of management and technical processes and procedures. These include constant monitoring of operational and maintenance processes, identification of hazards and reporting on safety, effective communication, and feedback processes, as well as senior management oversight and decision-making supported by robust safety performance monitoring and measurement.

The Quality Management System (QMS) ensures consistency in the provision of products and services, aligning them with established performance standards and customer requirements. Additionally, the QMS incorporates an independent assurance mechanism that employs a feedback loop to guarantee the delivery of products and services that are fit for their intended purpose and free from defects or errors. Through its quality assurance and quality control processes, the QMS helps to identify and address any non-conformances or deviations from established standards, ensuring that corrective and preventive actions are taken to improve the quality of products and services.

SMS and QMS:

1. Requires careful planning and effective management.
2. Relies on the measurement and monitoring of performance metrics.
3. Encompasses all organizational functions involved in providing aviation products and services, and
4. Aims to achieve ongoing enhancements.

Both the SMS and QMS play critical roles in ensuring the safety and quality of an organization's operations. By working together, these systems can help organizations to identify and manage risks, improve safety performance, and deliver products and services that meet customer requirements and regulatory standards.

A summary comparison of the two systems is provided below:

SMS	QMS
Safety	Quality
Safety assurance	Quality assurance
Hazard identification and risk control	Quality control
Safety culture	Quality culture
Acceptable level of safety performance	Compliance and conformance with requirements
Performance-based	Prescriptive



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Organizational and human factors	Standards and specifications
Proactive	Reactive

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2 SAFETY RISK MANAGEMENT

2.1 HAZARD IDENTIFICATION AND RISK MANAGEMENT

2.1.1 General

1. Safety Risk Management (SRM) is a formal process within SMS that identifies the hazards, assesses the risk, analyses the risk, and controls the risk. SRM is incorporated in all company activities across all its verticals, it is not a separate/distinct process.
2. The complete elimination of risk in aviation operations is an unachievable and impractical goal, as neither all risks can be removed nor are all possible risk mitigation measures economically practical. SRM plays a vital role in Safety Assurance (refer [section 3](#)), addressing risks in practical terms, it requires a consistent and objective analysis of operational risks. In general, SRM is a structured approach, to achieve a balance between the assessed risks, practicable risk mitigation, and resources involved.
3. Risk is defined as the composite of predicted severity (how bad) and likelihood (how probable) of the potential effect of a hazard in its worst credible (reasonable or believable) system state. To control risk, either the potential loss (severity) or its likelihood (probability) is controlled.
4. Key elements of hazard identification and risk management programs shall include:
 - a. Hazards identified in the operations,
 - b. Proactive identification of existing and potential hazards including those hazards associated with organizational change, introducing new services, new equipment, or new personnel whose actions affect safety,
 - c. A process to prioritize risk management,
 - d. A method to track identified hazards and incorporate control measures.

2.1.2 Safety Risk Management Process

1. Safety risk management focuses on the following aspects:
 - a. Clear assignment of accountability and allocation of responsibilities.
 - b. Only one party is responsible for a specific aspect of the arrangement; no overlapping or conflicting responsibilities, to eliminate coordination errors.
 - c. Existence of clear reporting lines, both for occurrence reporting and progress reporting

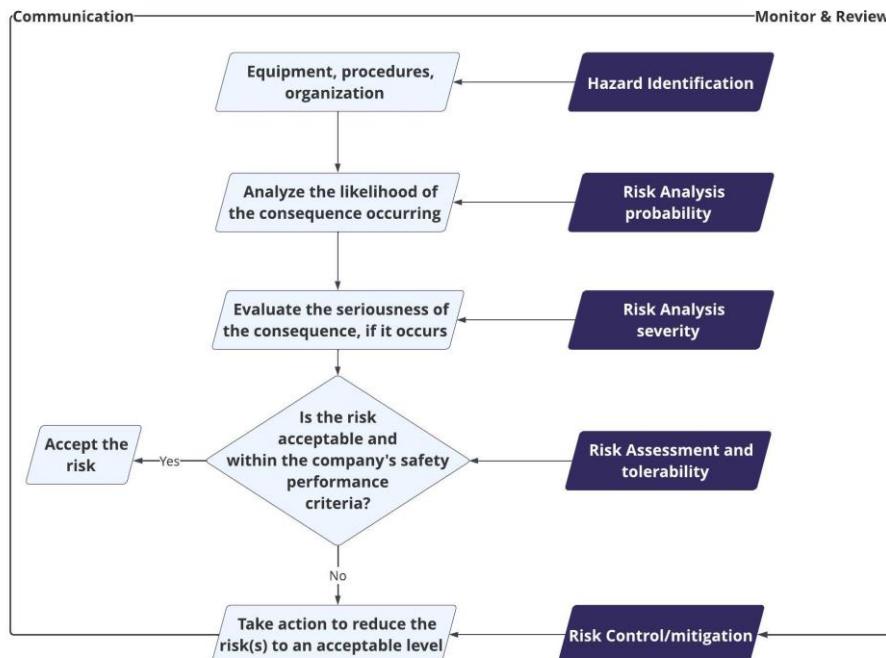


Figure 5 - SRM Process

2.1.3 Process Description

1. Initial or change in design of a system, organization, and/or product, generates a need for hazard identification and evaluation.
2. Hazards are analyzed for consequences or risk; it is further analyzed to determine the likelihood of the event occurring, and the seriousness of the impact on human life and company assets.
3. If the initial assessment is not acceptable, steps are taken in consultation with subject matter experts (SME's) to control and mitigate the risk to an acceptable level.
4. The risk is monitored periodically to check for any change in the risk status, this monitoring becomes a part of Safety Assurance, (refer [section 3](#)).
5. The risk is then logged in the risk register.

SRM is integral to the Management of Change process, all Planned changes in safety related activities shall undergo Management of Change, refer [section 3.4](#). Risk management duties and responsibilities are imposed on all departments (including outsourced contractors and subcontractors in accordance with signed SLAs). These parties must take all reasonably practicable measures to ensure that the workplace is safe for every person within its premises.

Where contractors and suppliers undertake work for Riyadh Air, they must take all reasonably practicable measures to eliminate or reduce the risk that may be posed by their machinery, equipment, or hazardous substances to an acceptable level. Contractors and suppliers must also provide information about any



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machinery, equipment, or hazardous substances to the concerned Riyadh Air department for risk assessment in the workplace. For example, contractors and suppliers should provide operation manuals, maintenance manuals, safety data sheets, etc.

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2.2 HAZARD IDENTIFICATION

Riyadh Air has a Hazard Identification System, and the process is in place to:

1. Determine what safety data and safety information it must collect to support the safety performance management process and make safety decisions;
2. Collect and store safety data that come from different sources, both internal and external;
3. Clearly define the responsibilities for the identification of hazards for the entire chain of services within the system (including external organization), without gaps or overlaps;
4. Ensure the organizations is knowledgeable about the safety risks induced by the activities of the service providers;
5. Document the sources that will be used for hazard identification;
6. Ensure the protection to safety data, safety information and related sources;
7. Be systematically conducted on all sources employed and where possible, be carried out as a joint exercise with the interfacing organizations;
8. Ensure effective coordination among departments or divisions is necessary to streamline efforts for reporting and collecting safety data to avoid duplication; and
9. Document hazards and their potential consequences and ideally categorize safety data using taxonomies and supporting definitions so that the data can be captured and stored using meaningful terms (i.e., it would help identifying potential or emerging risks).

2.2.1 Internal Safety Reporting Scheme

GACAR Part 4.1, 4.7

Safety Reporting is the most significant hazard identification tool, as it provides line operations data of potential hazards in the system and/or environment. The aviation industry, with its inherent complexities and high-risk environment, places paramount importance on safety. The ability to identify, report, and analyze safety occurrences is a critical aspect of maintaining and enhancing the safety standards within this industry. This report provides an in-depth examination of reportable safety occurrences within our airline operations.

The overall purpose of the internal safety reporting scheme is to use reported information to improve the level of the safety performance of the organization and not to attribute blame. The objectives of the scheme are to:

1. Enable an assessment to be made of the safety implications of each relevant incident and accident, including previous similar occurrences, so that any necessary action can be initiated; and
2. Ensure that knowledge of relevant incidents and accidents is disseminated, so that other persons and operators may learn from them.

In the following sections, we will present detailed analysis of various categories of safety occurrences, discuss the underlying causes, and propose recommendations for enhancing our safety protocols and procedures. The goal is to ensure the highest level of safety for our passengers, crew, and aircraft, and to uphold our commitment to continuous improvement in our safety performance.



All staff have an obligation under the safety and quality policy to notify the company about all corporate safety occurrences, unsafe practices , violations, hazards, risks they might come across, which are potential hazards to company assets or personnel, without fear of any repercussion, by using any of the reporting methods discussed in this section.

Corporate safety and quality policy, GACA, and AIB encourage safety reporting (in Arabic or English). The data obtained from such reporting is a vital resource for identifying emerging hazards, assessing the performance of risk controls in the operational systems, and building a long-term internal Safety Communication platform.

Riyadh Air safety reporting system:

1. Encourages and facilitates staff to submit reports that identify safety hazards, identify safety deficiencies, and raise safety concerns;
2. Ensures mandatory reporting in accordance with applicable regulations; and
3. Includes analysis and management activities as necessary to address safety issues identified through the reporting process.

Data obtained from safety reporting is used to establish a robust system for data collection and analysis, as part of the SMS. The safety reporting database comprises of hazard reports, audit non-conformances, and safety observations, and the VP Corporate Safety, Security and Environment is responsible for handling and storage of all data collected under the safety reporting system.

The following reporting systems are used to record, analyze, and report safety data to support the Safety Management System. They include but are not limited to:

1. Mandatory reporting.
2. Voluntary reporting; and
3. Confidential reporting system.

Internal safety reporting systems include:

1. Collection and evaluation of those errors, near-misses, and hazards reported internally;
2. Feedback to the reporting person on what decisions or actions have been taken to ensure his/her support to the internal reporting system and disseminate the results to other relevant parties. This helps to promote a positive safety culture and encourage future reporting;
3. A process for analyzing data, safety reports and other safety related information;
4. Ongoing monitoring to ensure corrective and preventive actions are taken to address any safety issues and hazards and to confirm its effectiveness;
5. Ongoing monitoring to identify hazardous trends;
6. Appropriate protections and a non-punitive approach which encourage safety reporting within a system that clearly indicates which types of behaviors are unacceptable;
7. Provisions for anonymous and confidential reporting of hazards;



8. Feedback to the organization's safety training, while maintaining appropriate confidentiality;
9. Accessibility to personnel at all levels and across all disciplines (including at the SMS interfaces and external organizations supporting the activities);
10. Use of a taxonomy, or a classification system, as much as practicable;
11. Recording of all identified hazards and their potential consequences;
12. Use of a structured decision-making approach with defined criteria points to initiate an investigation, including occurrences and hazards considered to have a high-risk potential;
13. Promotion to ensure that everyone is made aware of the benefits of safety reporting and what should be reported;
14. Investigation process to identify and address factors contributing to occurrences, establish root causes, and determine adverse trends.

Note:

All corporate safety occurrences shall be reported to the Corporate Safety, Security, & Environment division immediately.

For reports that fall in the Mandatory Occurrence Reports (MOR) category, they shall be forwarded to GACA immediately.

2.2.2 Safety Reporting Process

2.2.2.1 Safety Data Collection and Processing

An effective Safety Management System requires robust systems for data collection and analysis. Riyadh Air's Safety Data Collection and Processing System (SDCPS) provides a combination of reactive, proactive, and predictive methods. The SDCPS comprise of databases for Occurrences, Hazard Reports, Audit Non conformances and Flight Data Analysis Reports, Surveys, and Inspection. The use of databases ensures the effective management of data derived from the hazard identification and risk assessment and mitigation programs. These are used to record, analyze, and report safety data in support of the Safety Management System. The databases are supported by other applications from various domains such as human resources, Flight Operations (e.g., XXX Crew Rostering), and Engineering (e.g., AMOS).

SMS & QMS Systems and FDAP System are the data management system used by Riyadh Air to identify, record, analyze, assess risk level, and record feedback/investigation of various Occurrences, Hazard reports, Safety Audits and Flight Data Analysis, Surveys, and Inspection Program respectively.

The following rules apply to employee safety reporting:

1. Safety reports should be sent as soon as possible using any means necessary.
2. If an employee observes an activity, which may impact safety, they shall report the occurrence , irrespective of its validity.



3. Employees shall provide all possible details at the earliest opportunity, to avoid forgetting key information.
4. Anonymous reporting applies to all staff who wish to keep the reporting confidential. Identifiable reports will also be treated with confidentiality.
5. SMS Administrator, safety Manager should be able to judge whether the report is valid, requires an urgent response or not
6. An initial Risk Assessment as per 5 by 5 risk matrix will be conducted under the supervision of the Director Corporate Safety (DCS), refer section 2.3.2.
7. Based on the risk assessment, the DCS will decide whether corrective and preventive action is needed. If needed, the report shall be assigned to the respective safety specialist and concerned division/department responsible for the corrective and preventive actions.
8. The responsible division/department shall document, implement the corrective and preventive actions, and submit the evidence to the safety specialist. If satisfactory, the report shall be closed with DOCS's Approval, or it shall be sent back to the responsible division/department for amendment.
9. The report shall be closed once the DOCS is satisfied that no further action is required.
10. Once the report is closed, feedback shall be shared with the reporting employee.

Note:

Employees have two options for report submission.

Submit reports electronically.

Submit reports as hard copy if reporting system is not accessible. Refer to Appendix XXX.

2.2.2.2 Reactive And Proactive Hazards Identification Process

Reactive and proactive hazard identification processes are two different approaches to identifying hazards in the workplace. Reactive hazard identification processes are based on identifying hazards after they have occurred, while proactive hazard identification processes are based on identifying hazards before they have occurred.

Reactive hazard identification processes typically involve investigating occurrences (e.g., accidents and incidents) that have already occurred and then taking steps to prevent them from happening again. This approach can be effective in identifying hazards that have already caused harm, but it is not always effective in identifying hazards that have not yet caused harm.

Proactive hazard identification processes, on the other hand, are based on identifying hazards before they have occurred. This approach can be more effective in preventing accidents and incidents from happening in the first place. Proactive hazard identification processes typically involve review and analysis of current data/reports, checking trends, inherent risk, risk assessments and inspections, and then taking steps to mitigate any hazards that are identified.



Hazard Sources	Methods
Safety Reporting	Reactive
Safety Investigation Findings	
Flight data analysis	
Regulatory Audit Finding	Proactive
Brainstorming Session for Management of Change (refer section 3.4) for induction or amendment of operational procedures	
SRB and SAG, refer section 1.4	
Flight Data Analysis- Trends monitoring	
Quality Audit Program, refer Quality Management System manual	
Safety Survey	

Table 1 - Reactive and Proactive Hazard Sources

2.2.2.3 Types of Hazard Report

Reports	Description
Air Safety Report (ASR)	It shall be raised by flight crew members and flight dispatchers in case of safety and security occurrences, incidents, and accidents; or whenever hazards and deficiencies are identified.
Ground Incident Report (GIR)	Ground Incident Report is completed when one of the following incidents occurs: <ul style="list-style-type: none"> • Injury to any person; • Damage to aircraft; • Damage to equipment; • Fire or explosion.
Cabin Safety Report (CSR)	It shall be raised by cabin crew members in case of safety and security occurrences, incidents, and accidents; or whenever hazards and deficiencies are identified.
Onboard Cabin Report (OCR)	The Onboard Cabin Report shall be raised by Cabin Managers, Food & Beverage Managers, and Cabin Seniors to report service, performance, or operational matters or irregularities not related to Safety or Security.
Ground Safety Report (GSR)	It shall be raised by Ground Services, Cargo Handling, Network Operations, Ground Handling Agent, Crew Training, office based etc., in case of safety and security occurrences, incidents and accidents; or whenever hazards and deficiencies are identified.



	<p>Ground occurrences are classified as events that have or which may have, an impact on operational, or industrial safety that affects or may affect Riyadh Air operations, personnel, equipment, aircraft, guests, premises, or any interface with contracted service providers.</p> <p>For the purpose of ramp operations, a ground occurrence is classified as an event that takes place between the times an aircraft stops moving on its own power until the moment an aircraft starts moving on its own power again.</p>
Health and Safety Report (including medical, injury and sickness on duty) (HSR)	A Health and Safety Report shall be filled-out by any Riyadh Air staff in the event of any occupational safety and health related event, medical, injury, or sickness while on duty, including any medical occurrence related to a passenger, visitor, or contractor working on for / or on Riyadh Air premise.
Engineering Safety Report (ESR)	<p>Engineering Safety Report (ESR) is raised for safety related incidents and accidents within the Engineering and Maintenance department. This may include the following:</p> <ul style="list-style-type: none"> • Injury to any person while carrying out ground maintenance. • Incidents which could have potential to cause serious injury or potential damage to property. • Incidents which could have affected safety of people, aircraft, or assets.
Confidential Safety Report (CONF)	May be raised for reporting of events, hazards, and/or concerns resulting from, or associated with, human performance in operations, potential unsafe conditions or occurrences and contributing factors to safety related accidents, incidents, and events. Anonymous reporting shall be a part of confidential safety reporting, for details refer to section 2.2.4.3 .
Fatigue Report (FTG)	A Fatigue Report can be raised by any Riyadh Air staff for any fatigue issues which are seen as potential hazards or contributing factors to safety related accidents, incidents, and events.
Security Report (SER) (SeMS)	It shall be raised by any staff whenever a security breach or threat has occurred or has been identified EXCEPT for Flight crew members who shall always raise an ASR and cabin crew members who shall always raise a CSR.
Dangerous Goods Occurrence Report (DGOR)	<p>This is a mandatory requirement according to the ICAO Technical Instruction and IATA Dangerous Goods Regulations.</p> <p>When undeclared or mis-declared dangerous goods are discovered in cargo and dangerous goods not permitted under Sub-section 2.3 of the IATA DGR manual are discovered in passengers' baggage a report shall be made to the appropriate authority of the State in which the incident occurred.</p>

Table 2 - Reports

2.2.2.4 Reporting Procedure



2.2.3 Reporting To Authority

GACAR Part 4.17

The V.P. Corporate Safety, Security & Environment shall decide whether the report is subject to the GACA mandatory reporting scheme. The initial report for incidents needs to be submitted at the earliest, and a comprehensive report including remedial actions needs to be submitted within 96 hours of the incident. For accidents and serious incident, a report detailing the accident or incident must reach the authority within 48 hours.

Reportable occurrences are reported to AIB and GACA as follows:

1. GACA

Through Q5 portal credentials provided for Riyadh Air.

For more details, refer to <https://q5.gaca.gov.sa/Login.action>.

For more user information email support@q5system.com.

2. AIB

Tel: +966 012 685 6551

Duty Officer: +966 055 772 4752

Fax: +966 12 685 4250

Email: report@aib.gov.sa

Website: www.aib.gov.sa

For details of AIB notification forms refer to [Appendix 1](#).

2.2.4 Safety Occurrences

2.2.4.1 Reportable Occurrences

GACAR Part 4 Appendix A

Reportable safety occurrences are events or situations that have, or could have, implications for the safety of flight operations. These occurrences can range from minor incidents, such as technical malfunctions or procedural non-compliance, to major events like near misses or accidents. The reporting of these occurrences is not merely a regulatory requirement but also a proactive measure to identify potential risks, prevent future incidents, and foster a safety-conscious culture within the organization.



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The following is a non-exhaustive list of reportable occurrences which should be reported to the company:

Scope	Reportable Occurrences
Flight Operations	
Flight Preparation	<p>Using incorrect data in equipment for navigation or performance calculations that have or could have endangered the aircraft and its occupants.</p> <p>Carrying or attempted carriage of dangerous goods in contravention of applicable legislation, including incorrect labeling, packaging, and handling of dangerous goods.</p>
Aircraft Preparation	<p>Incorrect fuel type or contaminated fuel.</p> <p>Missing, incorrect, or inadequate De-icing/Anti-icing treatment.</p>
Take-off and landing	<p>Taxiway or runway excursion.</p> <p>Actual or potential taxiway or runway incursion.</p> <p>Final Approach and Take-off Area (FATO) incursion.</p> <p>Any rejected take-off.</p> <p>Inability to achieve required or expected performance during take-off, go-around, or landing.</p> <p>Actual or attempted take-off, approach, or landing with the incorrect configuration setting.</p> <p>Tail, blade/wingtip, or nacelle strike during take-off or landing.</p> <p>Approach continued against airline stabilized approach criteria.</p> <p>Continuation of an instrument approach below published minimums with inadequate visual references.</p> <p>Precautionary or forced landing.</p> <p>Short and long landing.</p> <p>Hard landing</p> <p>Heavy Landing (overweight landing)</p>
Any Phase of the Flight	<p>Jet blast occurrences that have or could have endangered the aircraft, its occupants, or any other person.</p> <p>Misinterpretation of automation mode or any flight deck information provided to the flight crew that has or could have endangered the aircraft, its occupants, or any other person.</p> <p>Loss of control.</p> <p>Aircraft upset, exceeding normal pitch attitude, bank angle, or airspeed inappropriate for the conditions.</p>



	<p>Flight Level bust.</p> <p>Activation of any flight envelope protection, including stall warning, stick shaker, stick pusher, and automatic protections.</p> <p>Unintentional deviation from the intended or assigned track of the lowest of twice the required navigation performance or ten nautical miles.</p> <p>Exceedance of aircraft flight manual limitation.</p> <p>Operation with incorrect Altimeter setting.</p>
Other type of occurrences	<p>Unintentional release of cargo or other externally carried equipment.</p> <p>Loss of situational awareness (environmental, mode, and system awareness, spatial disorientation, and time horizon).</p> <p>Any operation wherein the human performance has directly contributed to or could have contributed to an accident or a serious incident.</p> <p>Spillage of Dangerous goods</p>
Technical Operations	
Structure and systems	<p>Loss of any part of the aircraft structure in flight.</p> <p>Loss of a system.</p> <p>Loss of redundancy of a system.</p> <p>Leakage of any fluid which resulted in a fire hazard or possible hazardous contamination of aircraft structure, systems, or equipment, or which has or could have endangered the aircraft, its occupants, or any other person.</p> <p>Fuel system malfunctions or defects, which affected fuel supply and distribution.</p> <p>Malfunction or defect of any indication system results in misleading indications to the crew.</p> <p>Abnormal functioning of flight controls such as asymmetric or stuck/jammed flight controls (For example: lift (flaps/slats), drag (spoilers), attitude control (ailerons, elevators, rudder) devices).</p>
Propulsion (including engines systems) and Auxiliary power units (APUs)	<p>Significant malfunction of any part contributes to the failure of the propeller or powerplant.</p> <p>Flameout, an in-flight shutdown of an engine, or shut down of APU during ETOPS (Extended Range Twin-engine Aircraft Operations) or operation under MEL (Minimum Equipment List).</p>



	Engine operating limitation exceedance, including Overspeed or inability to control the speed of any high-speed rotating component (for example, APU, air starter, air cycle machine, air turbine motor). Failure or malfunction of any part of an engine, powerplant, APU, or transmission resulting in any one or more of the following: thrust-reversing system failing to operate as commanded. inability to control power, thrust, or rpm (revolutions per minute). non-containment of components/debris.
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Interaction with Air Navigation Services (ANS) and Air Traffic Management (ATM)

Unsafe ATC (Air Traffic Control) clearance.

Prolonged loss of communication with ATS (Air Traffic Service) or ATM Unit.

Conflicting instructions from different ATS Units potentially leading to a loss of separation.

Misinterpretation of radio communication which has or could have endangered the aircraft, its occupants, or any other person.

Intentional deviation from ATC instruction which has or could have endangered the aircraft, its occupants, or any other person.

Emergencies and other Critical Situation

Any event leading to the declaration of an emergency ('Mayday' or 'PAN call').

Any burning, melting, smoke, fumes, arcing, overheating, fire, or explosion.

Contaminated air in the cockpit or passenger compartment, which has or could have endangered the aircraft, its occupants, or any other person.

Failure to apply the correct non-normal or emergency procedure by the flight or cabin crew to deal with an emergency.

Using any emergency equipment or non-normal procedure affecting in-flight or landing performance.

Failure of any emergency or rescue system or equipment that has or could have endangered the aircraft, its occupants, or any other person.

Uncontrollable cabin pressure.

Critically low fuel quantity or fuel quantity at destination below the required final reserve fuel.

Any use of crew oxygen system by the crew.

Incapacitation of any cockpit crew or cabin crew resulting in the reduction below the minimum certified crew complement.



Actual or potential Crew fatigue impacting their ability to perform their flight duties safely.

External Environment and Meteorology

A collision or near-collision with another aircraft, terrain, or obstacle, including vehicles.

ACAS RA (Airborne Collision Avoidance System, Resolution Advisory).

Activation of genuine ground collision system such as GPWS (Ground Proximity Warning System)/TAWS (Terrain Awareness and Warning System) warning.

Wildlife strike, including bird strike.

Foreign object damage/debris (FOD).

Unexpected encounter of poor runway surface conditions.

Wake-turbulence encounters.

Interference with the aircraft by firearms, fireworks, flying kites, laser illumination, high-powered lights, lasers, Remotely Piloted Aircraft Systems, model aircraft, or similar means.

A lightning strike that resulted in damage to the aircraft or loss or malfunction of any aircraft system.

A hail encounter that resulted in damage to the aircraft or loss or malfunction of any aircraft system.

Severe turbulence encounter or any encounter resulting in injury to occupants or deemed to require a 'turbulence check' of the aircraft.

A significant windshear or thunderstorm encounter which has or could have endangered the aircraft, its occupants, or any other person.

Icing encounter resulting in handling difficulties, damage to the aircraft, or loss or malfunction of any aircraft system.

Volcanic ash encounter

Security

Bomb threat or hijack.

Difficulty in controlling intoxicated, violent, or unruly passengers.

Discovery of a stowaway.

2.2.4.2 Mandatory Occurrence Reporting (MOR)

In compliance with regulatory requirements, some occurrences must be reported to the AIB and/or GACA.

If any person is in doubt about whether an occurrence (or potential safety hazard) is a valid subject for a MOR, they should file the report in any case. V.P. Corporate Safety Security & Environment shall decide whether to accept the report as a MOR or to initiate an internal process.

MORs shall be filed as per the non-exhaustive occurrences listed below:



1. Near collisions requiring an avoidance maneuver to avoid a collision or an unsafe situation or when an avoidance action would have been appropriate.
2. Collisions that are not classified as accidents.
3. Controlled flight into terrain only marginally avoided.
4. Aborted take-offs on a closed or engaged runway, taxiway, or unassigned runway.
5. Take-offs from a closed or engaged runway, from a taxiway, or unassigned runway.
6. Landings or attempted landings on a closed or engaged runway, taxiway, or unassigned runway.
7. Gross failures to achieve predicted performance during take-off or initial climb.
8. Fires or smoke in the cockpit, in the passenger compartment, in cargo compartments, or engine fires.
9. Events requiring the emergency use of oxygen by the flight crew.
10. Failure of aircraft structure or engine, or uncontained turbine engine failures (not classified as an accident).
11. Malfunctions of multiple aircraft systems affect the aircraft operation seriously.
12. Flight crew incapacitation in flight.
13. Fuel quantity level or distribution situations requiring the declaration of an emergency by the pilot, such as insufficient fuel, fuel exhaustion, fuel starvation, or inability to use all usable fuel onboard.
14. Runway incursions classified with severity, A. The ICAO Manual on the Prevention of Runway Incursions (Doc 9870) contains information on the severity classifications.
15. Take-off or landing incidents. Incidents such as under-shooting, overrunning, or running off the side of runways.
16. System failures, weather phenomena, operations outside the approved flight envelope, or other occurrences which caused or could have caused difficulties controlling the aircraft.
17. Failures of more than one system in a redundancy system are mandatory for flight guidance and navigation.

2.2.4.3 Anonymous Reporting

Anonymous reporting system is available for all personnel through the reporting system. Staff are not required to disclose their identity. The system is intended to allow staff to report any event, error, or discrepancy that they do not wish to report through the normal channels. It is confidential and is non-punitive in nature. It also guarantees immunity from disciplinary action unless the regulatory authority independently pursues the incident, or if reporting of the incident through other channels is a regulatory requirement.

Note:



Anonymous reporting is not encouraged in Riyadh Air Safety Reporting system. However, to improve the reporting culture and to eliminate fear from individual, this provision has been given. To avoid the misuse of this provision, Safety office may independently verify the facts before processing anonymous reports.

2.2.4.4 Confidential Reporting

The purpose of confidential reporting is to provide all staff a secure system through which employees can report items, including, but not limited to, hazards, errors, safety concerns, actual or potential safety deficiencies, and incidents, as well as proposed solutions and safety improvements.

The success of confidential reporting depends on the following fundamentals:

1. The ability of the organization to assure absolute protection of a report submitted by any individual.
2. The level to which individuals within the organization exercise their freedom to report actual or potential unsafe conditions or occurrences.

The Corporate Safety Department shall fully process and investigate every report with a team of highly experienced and knowledgeable individuals and publish prevention recommendations.

Operational Divisions shall encourage staff to report through confidential reporting, cases which cannot be reported by usual means due to fear and shyness of the employee, or sensitivity of the case and/or lack of management cooperation.

Operational staff shall utilize the confidential reporting system for all the hazards that may be identified, and which may not be reported through normal reporting means.

The confidential report can be submitted thru Safety System (IQSMS) and will only be viewed by the V.P. Corporate Safety, Security & Environment and Director Corporate Safety. Necessary investigation will be conducted, and the reporter's information will be de-identified. The V.P. Corporate Safety, Security & Environment and Director Corporate Safety shall ensure that corrective and preventive actions will be taken in addressing the safety issue. Updates on the progress of the report will be received by the reporter through the IQSMS.

Note:

Any mandatory report or incident report cannot be raised as anonymous report or confidential report.

2.2.4.5 Safety Reporting – Information Sharing

2.2.4.5.1 Internal Data Sharing

Data gathered over time shall be shared periodically within the organization, to enhance corporate safety understanding. Corporate safety department will share reporting data to the following:

1. Accountable Executive.
2. SRB members for proactive strategies; and
3. To the reporting staff, as feedback.



2.2.4.5.2 Fleet Operational Performance Report/Engineering Statistics Report

GACAR Part 4.3.3

The relevant operational postholders shall submit the reports as per the below mentioned guidelines:

1. A fleet operational performance report will be submitted on the 10th of every month to GACA.
2. An engineering statistics report containing the following information:
 - a. Type wise aircraft registration details – make, model, and registration marks; and
 - b. Fleet flying details – Total flying hours: revenue and non-revenue; Number of landings, daily utilization (Fleet) hours, daily utilization (Fleet) landing,
 - c. Total number of incidents; Number of incidents per 1000 landings; and
 - d. Total number of technical delays of more than 15 minutes and technical dispatch reliability.
 - e. Total number of MELs; List of MELs; MEL rate: MEL per 1000 operations.
 - f. Total number of major defects and aircraft details.
 - g. List of incidents, including ground incident indicating.
 - h. Engine operational Review – Total number of engines owned, Total engine hours and cycles; Total number of scheduled and unscheduled removal; engine hours per premature removal; Unscheduled removal per 1000 engine hours; inflight shut down/1000 flight hours.
 - i. APU operational Review.
 - j. Total number of defects ATA Chapter wise, including three months cumulative and average.
 - k. List unscheduled components removal and replacement.
 - l. Auto landing (CAT I/II/III) system reliability, as applicable
 - m. Reports on Flight Data Analysis and list of exceedance details.
3. The reports shall be prepared with supporting graphs, charts, and diagrams.

For record retention requirement, refer [section 1.5.1.2](#), it is the responsibility of the Director Corporate Safety to maintain the monthly data under the safety reporting system for a minimum of 5 years.

2.2.5 Notification Of Accident

Refer to Emergency Response Manual, Section XXX

2.2.5.1 Urgently Reportable and Other Occurrences

Safety reporting is an essential part of the overall monitoring function of Riyadh Air. The objective of serious occurrence reporting, and investigation is to:



1. Contribute to the improvement of aviation safety by ensuring that relevant information on safety is reported, collected, analyzed, stored, protected, and disseminated.
2. Prevention of accidents and incidents and not to attribute blame or liability.
3. To enable assessment of safety implications of each occurrence, including previous similar occurrences, so that any necessary action is initiated to prevent similar occurrences in future.
4. To ensure dissemination of information to all concerned.

2.2.5.1.1 Urgently Reportable Occurrences

GACAR Part 4.11, 4.13, 4.15

Reportable occurrences are the occurrences defined in GACAR 4 and are listed in [Section 2.2.4.1](#) and [2.2.4.2](#) of this manual. These occurrences are mandated to be reported to GACA and AIB (Investigation Authority) duty officer.

2.2.5.1.2 Notification Procedure for Urgently Reportable Occurrences/Serious Incidents

To ensure compliance to GACAR 4 for reportable occurrences for the reporting of serious incident the following reporting procedure shall be followed in the event of a serious incident involving Riyadh Air aircraft/personnel/property:

1. The preliminary information shall be communicated by quickest available means of communication to OCC by the crew and to MCC by the technical staff who is involved or becomes aware of the urgently reportable occurrence.
2. The OCC controller and the MCC controller shall call and inform the V.P. Corporate Safety Security & Environment about the occurrence.
3. V.P. Corporate Safety Security & Environment shall notify the same by fastest means of communication to the AIB and to the GACA Principal Inspector.
4. The Crew/Technical staff shall file the Air Safety report (ASR)/Engineering Safety Report on the IQSMS as soon as possible.
5. V.P. Corporate Safety Security & Environment shall file the report on GACAR reporting system

2.2.5.1.3 Mandatory Reportable Occurrences/Incidents

Mandatory reportable occurrences are the occurrences defined in GACAR 4 are listed in [Section 2.2.4.2](#) of this manual. These occurrences are mandated to be reported to the GACA through GACA reporting system within stipulated timeframe.

Meanwhile, volcanic ash clouds and events concerning PBN operations shall also be reported to Safety department.

Notification Procedure for Mandatory Reportable Occurrences

1. The details of the occurrence shall be filed by cockpit crew as Air Safety Report (ASR), technical staff as Engineering Safety Report (ESR), by cabin crew as Cabin Safety Report (CSR) and by the ground staff as Ground Incident Report (GIR) on the IQSMS system within 6 Hours from the time they became aware about the occurrence.



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2. Safety Administrator on behalf of V.P. Corporate Safety Security & Environment shall file the report on GACA reporting system.

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2.3 RISK ASSESSMENT AND MITIGATION

2.3.1 General

Once hazards have been identified the potential consequences shall be assessed. Risk assessment uses a conventional breakdown of risk into two components — the probability of occurrence of a damaging event or condition, and the severity of the event or condition, should it occur. Safety risk decision making, and acceptance is specified through use of a risk tolerability matrix. After safety risks have been assessed through the preceding step, elimination and/or mitigation must take place.

Identified hazards will be assessed, using the following structure:

1. Identify potential risk(s) and their trigger mechanism.
2. Identify and evaluate existing defenses.
3. Assess the risk in terms of probability of occurrence and severity of impact, deciding whether the safety risk is acceptable.
4. If the risk(s) is unacceptable and/or intolerable, identify additional defenses to reduce risks to an acceptable level.

Note:

Risk likelihood and severity may be expressed in quantitative terms using the Risk Matrix.

2.3.2 Risk Assessment

2.3.2.1 Risk Assessment Phases

Risk Assessment is an evolving process which primarily depends on the circumstances under which the hazard was identified. Risk assessment is managed through multiple phases, as described below:



Figure 6 – Risk Assessment Phases



1. **Initial Assessment:** Assessment is done by the concerned department and has not been sufficiently analyzed or endorsed by the SAG. Draft assessments are not audit able and are for brainstorming purposes only.
2. **Credible Risk:** Assessment has been agreed as a credible risk in the SAG based on historical events and/or Subject matter experts (SMEs) input.
3. **Managed Risk:** Assessment contains sufficient implemented controls as deemed appropriate by the SAG. Managed risk assessments will be endorsed in the SAG as required.
4. **Risk Accepted:** Assessment has reached a sufficient level of maturity as deemed appropriate by the SAG and monitored continuously.
5. **Closed:** Risk no longer poses a credible threat to the organization.

2.3.2.2 Severity of Risk

Safety risk severity is defined as the extent of harm that might reasonably be expected to occur as a consequence or outcome of the identified hazard. The severity classification should consider:

1. Fatalities or serious injury which would occur as a result of:
 - a. being in the aircraft.
 - b. having direct contact with any part of the aircraft, including parts which have become detached from the aircraft; or
 - c. having direct exposure to jet blast; and
2. Damage:
 - a. damage or structural failure sustained by the aircraft which:
 - i. adversely affects the structural strength, performance, or flight characteristics of the aircraft.
 - ii. would normally require major repair or replacement of the affected component.
 - b. Damage sustained by ATS or aerodrome equipment which:
 - i. adversely affects the management of aircraft separation; or
 - ii. adversely affects landing capability.

Severity assessment should consider all possible consequences related to a hazard, taking into account the worst foreseeable situation. The table below presents safety risk severity, it includes five categories to denote the level of severity, the description of each category, and the assignment of a value to each category.



Severity	Meaning	Value
Catastrophic	1. Aircraft/equipment destroyed. 2. Multiple deaths. 3. Loss of Aircraft	A
Hazardous	1. A large reduction in safety margins, physical distress, or a workload such that operational personnel cannot be relied upon to perform their tasks accurately or completely. 2. Serious injury. 3. Major equipment damage. 4. Physical distress, or workload where crew/staff cannot be expected to perform tasks accurately or completely.	B
Major	1. A significant reduction in safety margins, a reduction in the ability of operational personnel to cope with adverse operating conditions because of an increase in workload or because of conditions impairing their efficiency. 2. Serious incident. 3. Injury to persons. 4. Serious incident with physical distress to occupants of aircraft, injuries, and equipment damage.	C
Minor	1. Nuisance 2. Operating limitations 3. Use of emergency procedures 4. Minor incident 5. Minor Equipment Damage 6. Slight reduction in safety margins	D
Negligible	1. Little consequences 2. Has no effect on Safety	E

Table 3 - Severity Table

2.3.2.3 Probability of Risk

Risk probability is the likelihood that a safety consequence or outcome will occur. It is important to envisage a variety of scenarios so that all potential consequences can be considered. The following questions can assist in the determination of probability:

1. Is there a history of occurrences similar to the one under consideration, or is this an isolated occurrence?
2. What other equipment or components of the same type might have similar issues?



3. What is the number of personnel following, or subject to, the procedures in question?
4. What is the exposure of the hazard under consideration? For example, during what percentage of the operation is the equipment or activity in use?

Taking into consideration any factors that might underlie these questions will help when assessing the probability of the hazard consequences in any foreseeable scenario.

An occurrence is considered foreseeable if any reasonable person could have expected the kind of occurrence to have happened under the same circumstances. Identification of every conceivable or theoretically possible hazard is not possible. Therefore, good judgment is required to determine an appropriate level of detail in hazard identification. Service providers should exercise due diligence when identifying significant and reasonably foreseeable hazards related to their product or service.

Note:

Regarding product design, the term "foreseeable" is intended to be consistent with its use in airworthiness regulations, policy, and guidance.

The table below details safety risk probability classification, it includes five categories to denote the probability related to an unsafe event or condition, the description of each category, and an assignment of a value to each category. This example uses qualitative terms; quantitative terms could be defined to provide a more accurate assessment. This will depend on the availability of appropriate safety data and the sophistication of the organization and operation.

Probability	Meaning	Value
Frequent	Likely to occur many times (has occurred frequently)	5
Occasional	Likely to occur sometimes (has occurred infrequently)	4
Remote	Unlikely to occur, but possible (has occurred rarely)	3
Improbable	Very unlikely to occur (not known to have occurred)	2
Rare/Extremely improbable	Almost inconceivable that the event will occur	1

Table 4 - Probability Table

Once risk is assessed, the results would be used to populate the risk assessment module of the safety reporting system, if it is not available a paper form can be used, refer Appendix XXX.

While populating the form the following points need to be considered:

1. The Risk Assessment is completed in line with the Severity and Likelihood tables detailed above.
2. Hazards are analyzed to determine corresponding safety risks to operations.
3. Safety risks are assessed to determine the requirement for risk mitigation action(s).



4. The risk mitigation actions are then developed and implemented in the concerned operational activity.

2.3.2.4 Risk Assessment Matrix

The acceptability of risk can be evaluated using a risk matrix, as illustrated in the table below. The matrix shows three areas of tolerability and is color-coded as:

1. Intolerable (Red/High).
2. Tolerable with safety risk mitigation (Yellow/Medium); and
3. Acceptable (Green/Low).

Safety Risk		Occurrence severity				
Occurrence Likelihood		Catastrophic	Hazardous	Major	Minor	Negligible
		A	B	C	D	E
Frequent	5	HIGH	HIGH	HIGH	MEDIUM	MEDIUM
Occasional	4	HIGH	HIGH	MEDIUM	MEDIUM	MEDIUM
Remote	3	HIGH	MEDIUM	MEDIUM	MEDIUM	LOW
Improbable	2	MEDIUM	MEDIUM	MEDIUM	LOW	LOW
Rare/Extremely improbable	1	MEDIUM	LOW	LOW	LOW	LOW

Table 5 - 5*5 Risk Matrix

The index obtained from the safety risk assessment matrix should then be exported to a safety risk tolerability table that describes — in a narrative form — the tolerability criteria and the recommended actions, refer table below.

Safety Risk Index Range	Safety Risk Description	Recommended Action
5A, 5B, 5C, 4A, 4B, 3A	Intolerable	Take immediate action to mitigate the risk or stop the activity. Perform priority safety risk mitigation to ensure additional or enhanced preventative controls are in place to bring down the safety risk index to tolerable.
5D, 5E, 4C, 4D, 4E, 3B, 3C, 3D, 2A, 2B, 2C, 1A	Tolerable	Can be tolerated based on safety risk mitigation. It may require management decision to accept the risk.
3E, 2D, 2E, 1B, 1C, 1D, 1E	Acceptable	Acceptable as is. No further safety risk mitigation required.



Table 6 - Tolerability and Actions

2.3.2.5 Risk Acceptance Authority

Within the risk acceptance process the following positions have the authority to make decisions regarding risk tolerability with respect to the safety and/or security of aircraft operations:

1. **Accountable Executive:** The individual with overall accountability in respect of all functions which are subject to regulation. Only the AE, therefore, is authorized to take risk acceptance decisions at all levels of the business. Responsibility for risk acceptance decisions may be delegated to the people listed below.
2. **VP Corporate Safety, Security and Environment:** The individual responsible for risk acceptance in all areas of corporate safety, security, OHSE, and oversight.
3. **VP Flight Operations/VP Technical Operations/VP Ground Operations:** The individuals responsible for operations areas (flight operations, ground operations and maintenance). For decisions that cover more than one operations area, the AE can make a risk acceptance decision in consultation with VP Corporate Safety, Security and Environment.

This responsibility cannot be delegated beyond the people listed above. In the absence of any of the personnel mentioned above, the risk is escalated to the SRB for review and decision is taken/implemented by the SRB with guidance from AE and VP Corporate Safety, Security and Environment.

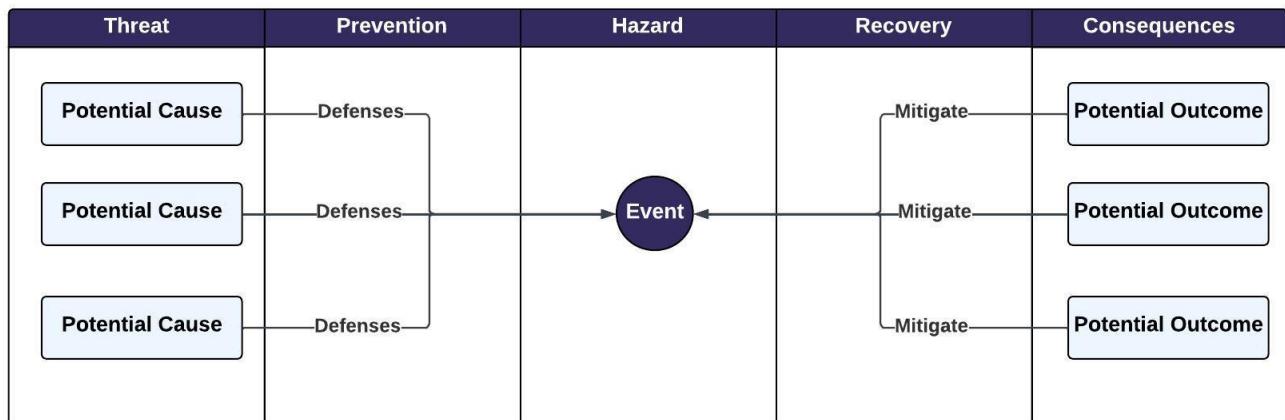
2.3.3 Identify And Assess Preventive Defenses

A major component of any safety system is the defenses put in place to protect people, property, or the environment. These defenses can be used to:

1. Reduce the probability of unwanted events occurring; and
2. Reduce the severity of the consequences associated with any unwanted events.

Defenses are categorized into two types, namely:

1. **Physical defenses:** These include objects that discourage or prevent inappropriate action, or that mitigate the consequences of events (for example, squat switches, switch covers, firewalls, survival equipment, warnings, and alarms).
2. **Administrative defenses:** These include procedures and practices that mitigate the probability of an accident (for example, safety regulations, SOPs, supervision and inspection, and personnel proficiency).



Can the Potential Cause the Event and does the Event Cause the Outcome?

Figure 7 - Defenses and Mitigations

While assessing defenses, it is important to understand why the existing system of defenses was inadequate. The following line of questioning may pertain:

1. Were defenses provided to protect against such hazards?
2. Did the defenses function as intended?
3. Were the defenses practical for use under actual working conditions?
4. Were affected staff aware of the risks and the defenses in place?
5. Are additional risk mitigation (recovery) measures required?

The actions taken can be evaluated through the following criteria:

Evaluation of effectiveness of control	Rating	Criteria	Action/Remarks
Defenses are extremely effective	Effective	No occurrence of accident/incident/no major non-conformities, safety objectives and targets are met/maintained and no notice of violations from any regulators and no critical impact to operation/asset/reputation as a result of the accident/incident.	No additional defenses needed
Defenses are moderately effective	Moderately Effective	There are occurrences of incident/accident, first-aid, minor or potential non-conformities were noted within the year. Impact on operation/asset/reputation is within moderate risk.	Additional defenses may be provided as required
Defenses are insufficient	Insufficient	There are occurrences of lost-time or disabling accidents /emergency situation / notice of	Need to provide additional defenses



		violations/penalties within the year and safety objectives and targets are not attained/maintained. Critical impact to operation, reputation, and asset within the year.	as defenses provided are insufficient
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Table 7 - Effectiveness of Control

2.3.4 Review And Monitor Effectiveness of Risk Mitigations

2.3.4.1 Acceptable Risk Level

Where risk is concerned, there is no such thing as absolute safety. Risks shall be managed to a level "as low as reasonably practicable" (ALARP). This means that the risk shall be balanced against the time, cost, and difficulty of taking measures to reduce or eliminate the risk.

When the acceptability of the risk has been found to be Undesirable (Action) or Unacceptable, control measures must be introduced — the higher the risk, the greater the urgency. The level of risk can be lowered by reducing the severity of the potential consequences, by reducing the likelihood of occurrence or by reducing the exposure to that risk.

The optimum solution will vary depending on the local circumstances and exigencies. In formulating meaningful safety action, an understanding of the adequacy of existing defenses is required.

2.3.4.2 Risk Mitigation Strategies

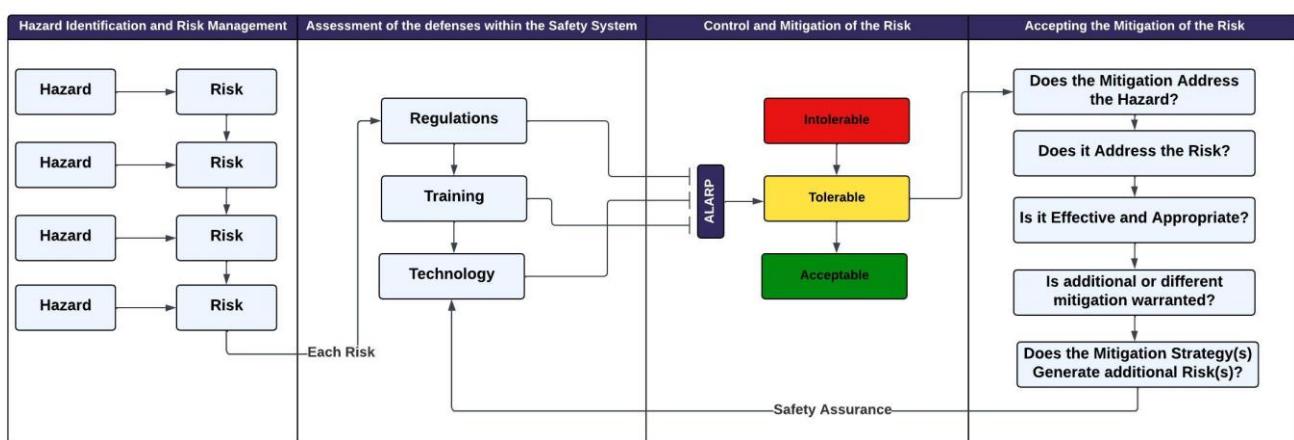


Figure 8 - Effectiveness of defenses

Safety risk mitigations are actions that often result in changes to operating procedures, equipment, or infrastructure. Safety risk mitigation strategies fall into three categories:



1. **Avoidance:** The operation or activity is cancelled or avoided because the safety risk exceeds the benefits of continuing the activity, thereby eliminating the safety risk entirely.
2. **Reduction:** The frequency of the operation or activity is reduced, or action is taken to reduce the magnitude of the consequences of the safety risk.
3. **Segregation: Action** is taken to isolate the effects of the consequences of the safety risk or build in redundancy to protect against them.

The consideration of human factors is an integral part of identifying effective mitigation because humans are required to apply, or contribute to, the mitigation or corrective actions. For example, mitigation may include the use of processes or procedures. Without input from those who will be using these in "real world" situations and/or individuals with human factors expertise, the processes or procedures developed may not be fit for their purpose and result in unintended consequences. Further, human performance limitations should be considered as part of any safety risk mitigation, building in error capturing strategies to address human performance variability. Ultimately, this important human factor perspective results in more comprehensive and effective mitigation.

A safety risk mitigation strategy may involve one of the approaches described above or may include multiple approaches. It is important to consider the full range of possible control measures to find an optimal solution.

The effectiveness of each alternative strategy must be evaluated before a decision is made. Each proposed safety risk mitigation alternative should be examined from the following perspectives:

1. **Effectiveness.** The extent to which the alternatives reduce or eliminate the safety risks. Effectiveness can be determined in terms of the technical, training, and regulatory defenses that can reduce or eliminate safety risks.
2. **Cost/benefit.** The extent to which the perceived benefit of the mitigation outweighs the costs.
3. **Practicality.** The extent to which mitigation can be implemented and how appropriate it is in terms of available technology, financial and administrative resources, legislation, political will, operational realities, etc.
4. **Acceptability.** The extent to which the alternative is acceptable to those people that will be expected to apply it.
5. **Enforceability.** The extent to which compliance with new rules, regulations or operating procedures can be monitored.
6. **Durability.** The extent to which the mitigation will be sustainable and effective.
7. **Residual safety risks.** The degree of safety risk that remains after the implementation of the initial mitigation and which may necessitate additional safety risk control measures.
8. **Unintended consequences.** The introduction of new hazards and related safety risks associated with the implementation of any mitigation alternative.
9. **Time.** Time required for the implementation of the safety risk mitigation alternative.



Final risk mitigation controls shall be implemented once they are accepted by the Accountable Executive and the SRB. The respective post holders shall ensure that mitigations/controls comply with GACA regulations.

2.3.5 Safety Risk Register

Safety risk management activities should be documented, including any assumptions underlying the probability and severity assessment, decisions made, and any safety risk mitigation actions taken. This may be done using a spread sheet or table. A Safety Risk Register is maintained by the Corporate Safety department where large amounts of safety data and safety information can be stored and analyzed.

Maintaining a risk register minimizes the likelihood that the organization will lose sight of its known risks. When hazards are identified, they can be compared with the known risks in the register to see if the hazard has already been registered, and what action(s) were taken to mitigate it. Risk registers are usually in a table format and typically include:

1. ID (i.e., Risk Number)
2. Originator (i.e., Internal or External)
3. Source (i.e., Safety Reports, FDA, Internal or External Audit Findings, Internal or External Investigation Reports, Regulatory Safety Alerts, Brainstorming, Surveys, etc.)
4. Event Date
5. Date added to the Register.
6. Functional Area (i.e., Flight Operations, Cabin, Ground Operations, Training, Maintenance)
7. Event
8. Hazard
9. Contributory Factors
10. Worst Foreseeable Effect
11. Existing Defenses (Risk Mitigation)
12. Initial Risk Assessment (Outcome Pre-Mitigation)
13. Results
14. Additional Controls to Reduce the Risk (Risk Mitigation)
15. Actions to be Taken.
16. Owner (i.e., person responsible for implementation)
17. Target Date for Implementation of Additional Mitigation
18. Implementation Date of Additional Mitigation
19. Residual Risk (Outcome Post Mitigation)



20. Evaluation of Defenses
21. Post Mitigation Risk Assessed by
22. Medium to Measure Effectiveness
23. Monitoring Effectiveness of Controls
24. Status
25. Review Period
26. Remarks

2.3.5.1 Risk Register Process Description

Below process shall be followed in accomplishing the risk register:

1. Identify the Hazards through all available internal and external sources such as but not limited to safety reports, FDA, audit findings, survey, and investigation.
2. Provide a risk register number.
3. Determine contributory factors.
4. Risk assessment shall be done by determining the impact/consequences and its severity and probability to generate the Initial Risk Rating.
5. Existing defenses shall be reviewed by Safety Specialist.
6. Once the existing defenses are reviewed, these shall be evaluated to conclude if these are effective or insufficient.
7. If the defenses are found to be insufficient, additional defenses will be required from the concerned department to mitigate the risk. The goal is to lower the unacceptable risk to tolerable and/or acceptable level.
8. Medium to measure effectiveness of controls needs to be identified. This may be through monitoring of trends and statistics via SAG meetings, safety inspections, and Safety performance monitoring status.
9. The result of monitoring the effectiveness of controls should also be reflected in the risk register. Comparison of trends should be recorded to show the result after additional defenses have been put in place.
10. The responsible Post holder/Manager who will perform the mitigating actions shall be included in the risk register for traceability; including the target date of implementation of additional controls.
11. Existing and additional defenses shall be monitored to measure the effectiveness of the mitigating actions.
12. The risk register shall be maintained and updated to include progress in monitoring the fatigue and all other operational hazards/risks.



13. This shall be coordinated to Departments Heads for periodic review and approval or acceptance of risk.

The risk register shall be updated and maintained by the Director Corporate Safety. For Sample Risk Register refer Appendix XXX

2.3.6 Safety Data Analysis

Safety data is analyzed to find the effectiveness of the safety oversight (monitoring and risk controls), identify deficiencies, their root causes and identify any new hazards.

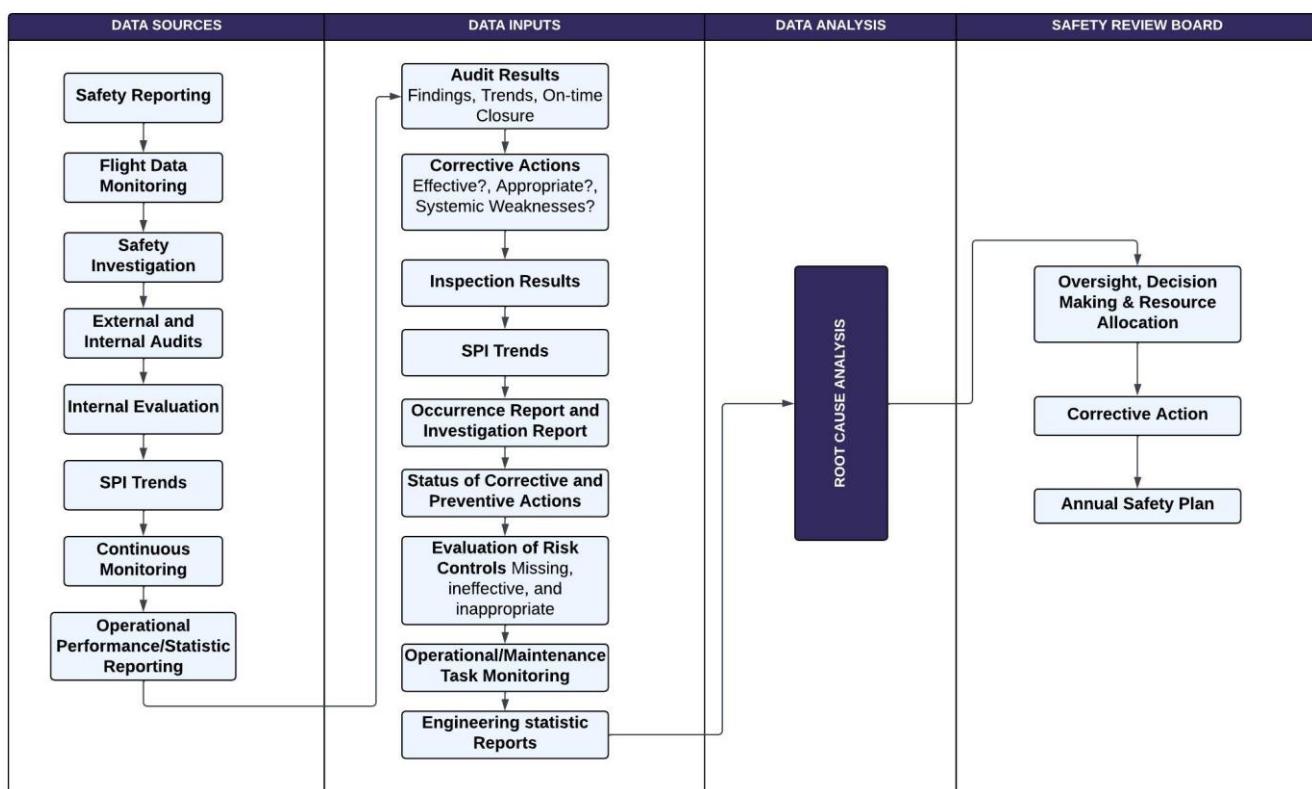


Figure 9 - Data Analysis

Data Analysis Steps

Steps	Task	Tool	Responsibility
Collect data (annually)	<p>Collect and review data from the following sources:</p> <ol style="list-style-type: none"> 1. Continuous Monitoring. 2. Internal Audits. 3. Internal Evaluations. 	Reporting system database.	<p>VP Corporate Safety, Security and Environment (delegated to DCS)</p> <p>Head of Quality</p>



	4. External Audits. 5. Mandatory/Voluntary Reporting. 6. Incident Investigations. 7. SPI Trend Analysis. 8. Operational Performance. 9. Engineering Statistics.		
Analyze	Analyze data to assess: 1. Procedures followed? 2. Risk Controls effective? 3. Safety Performance Targets achieved? 4. Repeat findings or incidents? 5. Emerging patterns of failure?	Reporting system database.	VP Corporate Safety, Security and Environment (delegated to DCS) Head of Quality
Identify Root cause	Determine Root Cause of deficiencies.	Preventive Action/Corrective Action Procedures.	VP Corporate Safety, Security and Environment (delegated to DCS) Head of Quality
Action	Agree on corrective actions required, document and track.	Reporting system database.	VP Corporate Safety, Security and Environment (delegated to DCS) Head of Quality
Update	Update specific measurement parameters to drive improvement: 1. SPIs and SPTs. 2. FDA parameters.	Reporting system database.	VP Corporate Safety, Security and Environment (delegated to DCS) VP Flight Operations VP Technical Operations VP Ground Operations
Communicate	Inform senior management of results and recommend strategic improvements.	SRB	VP Corporate Safety, Security and



			Environment (delegated to DCS)
Decide	Determine necessary SMS improvements and adjust policy, objectives, processes.	SRB	VP Corporate Safety, Security and Environment (delegated to DCS)
Update	Amend any strategic safety plans and allocate resources as required.	SRB	CEO
Communicate	Share any updated strategic plans on safety and associated objectives, targets, and improvements.	Safety Promotion	VP Corporate Safety, Security and Environment (delegated to DCS) VP Flight Operations VP Technical Operations VP Ground Operations

Figure 10 - Data Analysis Steps

2.3.7 Benefits Of Risk Management

A Risk Management program will help Riyadh Air to improve in areas such as:

1. Training and awareness.
2. Culture and attitudes.
3. Loss prevention and control.
4. Auditing procedures.

The benefits to Riyadh Air are:

1. Safer operation.
2. Cost savings.
3. Reduced claims.
4. Establishment of a healthy safety culture.
5. Enhanced reputation

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3 SAFETY ASSURANCE

3.1 GENERAL

To ensure the SMS remains robust and effective, Riyadh Air shall continuously monitor and review its operations and the environment to assure that it recognizes changes in the operational environment that could signal the emergence of new and unmitigated hazards, and degradation of operational processes, facilities, equipment conditions or human performance that could reduce the effectiveness of existing safety risk controls. Post Holders shall have an indication of the level of safety performance of the system

3.1.1 Purpose

The purpose of this chapter is to describe how Riyadh Air monitors, measures, and evaluates safety performance and the effectiveness of risk controls. Several processes and tools are used to achieve the following:

1. Identification of new hazards through the review of risk controls and performance.
2. Monitoring and measurement of the effectiveness of safety risk controls.
3. Maintaining and continually improving Assurance processes which reflect systems, interfaces, and core activities.
4. Ensure compliance with all regulatory requirements applicable to the SMS.
5. Enable ongoing conformance to the applicable industry standards.

The processes and procedures within this Chapter rely upon input from the Safety Risk Management Chapter and the two Chapters can be seen as operating in a continuous cycle, adjusting our processes as necessary to manage risk to an acceptable level.

Ultimately, the processes and procedures applied from this chapter allow continuous improvement of the Safety Management System and safety performance.

3.1.2 Safety Assurance Source

3.1.2.1 Safety Reports

It is critical to safety performance and positive safety culture that, across Riyadh Air, employee feedback is encouraged and acted upon. Once increased workforce involvement, they will be able to see how committed the Riyadh Air is to improve the work environment. Riyadh Air staff shall be listened to, and their suggestions or reports shall be acted upon. This shall create a more open work environment which would ultimately lead staff to be positive safety culture.

This shall cover all the hazards and risks identified in the operations and as well as addressing the status of compliance with the applicable requirements.

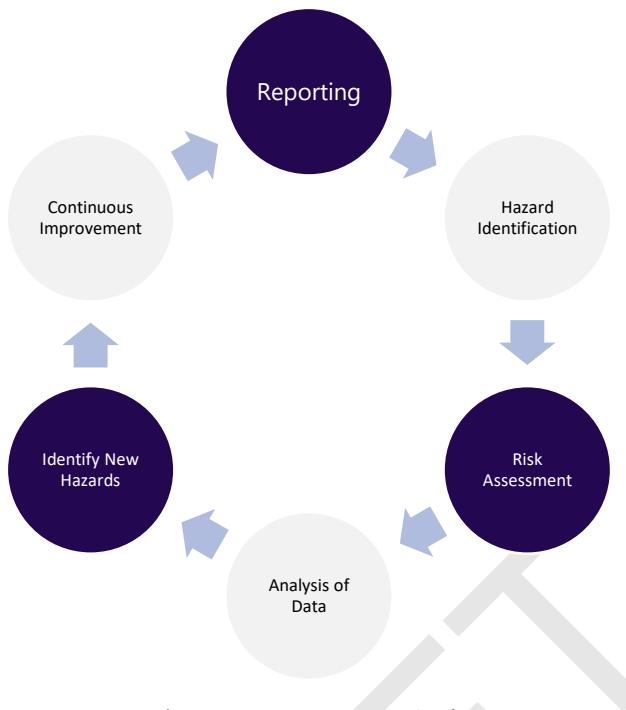


Figure 11 - Assurance Cycle

3.1.2.2 Scheduled and Unscheduled Safety Oversight

Safety oversight comprises scheduled and unscheduled activities. Scheduled activity are safety audits and reviews. Unscheduled audit activities are safety inspections, safety surveys, evaluation, and studies. Safety audits provide a means for systematic assessment of how well the organization is meeting its safety objectives. The safety audit program, together with other safety oversight activities (safety performance monitoring), provides feedback to managers of individual units/verticals and senior management concerning the safety performance of the organization. This feedback provides evidence of the level of safety performance being achieved. In this sense, safety auditing is a proactive safety management activity, providing a means of identifying potential problems before they have an impact on safety.

Demonstrating safety performance for regulatory authorities is the most common form of external safety audit. Safety audits are conducted on a regular and systematic basis by the Safety department in accordance with the organization's safety audit program.

Safety Audits are used to ensure that:

1. The structure of the SMS is sound in terms of appropriate levels of staff; compliance with GACARS and Conformance with approved procedures and instructions; and a satisfactory level of competency and training to operate equipment and facilities and to maintain their levels of performance.
2. Equipment performance is adequate for the safety levels of the service provided.
3. Effective arrangements exist for promoting safety, monitoring safety performance and processing safety issues; and
4. Adequate arrangements exist to handle foreseeable emergencies.



Safety audits are conducted regularly, following a cycle that ensures each functional area is audited as a part of the organization's plan for evaluating overall safety performance. Safety audits entail a periodic detailed review of the safety performance, procedures and practices of each unit or section with safety responsibilities. Thus, in addition to an organization-wide audit plan, a detailed audit plan shall be prepared for each individual department. In addition to internal functional areas, safety audits will be undertaken for all significant service providers to ensure safety standards are maintained.

Safety audits go beyond just checking compliance with regulatory requirements and conformance with the organization's standards. The audit team assesses whether the procedures in use are appropriate and whether there are any work practices that could have unforeseen safety consequences. For more details refer to the Quality Management System Manual, Section XXX.

3.1.2.2.1 Internal Audits (Riyadh Air Quality Audits)

Internal Audits are regularly scheduled audits of operational processes, including those performed by contractors, to verify safety performance and evaluate the effectiveness of safety risk controls.

Such audits shall:

1. Identify new hazards.
2. Measure the effectiveness of safety risk controls; and,
3. Ensure compliance and conformance with regulatory requirements applicable to SMS.

3.1.2.2.2 Internal Evaluation

Internal evaluations involve evaluation of all technical processes as well as the SMS-specific functions in those processes. Evaluations conducted for the purpose of this requirement must be conducted/supervised by persons or organizations that are functionally independent of the technical process being evaluated. A safety specialist, quality auditor, and a Subject Matter Expert (SME) may conduct this evaluation. The internal evaluation function also requires auditing and evaluation of the safety management functions, policymaking, safety risk management, safety assurance, and safety promotion. These evaluations provide management with objective/subjective evidence with which to evaluate the SMS.

Planning of the evaluation program shall consider:

1. Safety criticality of the processes being evaluated; and
2. Results of previous evaluations
3. Evaluation of the SMS is performed based on the:
 - a. Audit results,
 - b. Safety reporting,
 - c. Evaluations are conducted, recorded, and periodically reviewed in a similar manner to internal audits, seeking proof of conformities, and using the same methods as internal audits.

3.1.2.2.3 Safety Studies

Safety studies are analyses undertaken to understand pervasive safety issues through an examination of safety related events within the company or within the industry. Because of their nature, safety studies are more



appropriate to address safety deficiencies in the system rather than identify specific, individual. Safety studies shall be jointly conducted by Corporate Safety Department and relevant line departments to gather adequate data for analysis or whenever a recurring issue is observed that warrants a wider study, possibly involving external global agencies for better understanding.

3.1.2.2.4 External Auditing of the SMS

Safety Management System shall be inspected regularly by GACA, with possible audits in the case of a change in operations. Results of such external findings shall be treated in a similar way to internal audits. Results of oversight organization assessments, and other external audit results, shall be included in the performance measurement process, as described in [Section 3.3](#).

3.1.2.3 Safety Reviews

Safety reviews are conducted during introduction and deployment of new technologies, change or implementation of procedures or in situation of structural change in operations. Safety reviews are an integral part of management of change.

Review of safety data is conducted by the relevant SAG, for further details refer to [section 1.4.3](#).

3.1.2.4 Safety Surveys

Safety surveys are one way to systematically examine organizational elements, or the processes used to perform a specific operation either generally or from a particular safety perspective. They are particularly useful in assessing the attitudes of selected populations, e.g., line pilots, or technicians working on items. In attempting to determine the underlying hazards in a system, surveys are usually independent of routine inspections by government or company management. Surveys completed by operational personnel can provide important diagnostic information about daily operations.

Surveys of operations and facilities can provide management with an indication of the levels of safety and efficiency within its organization. Understanding the systemic hazards and inherent risks associated with everyday activities allows an organization to minimize unsafe acts and respond proactively by improving the processes, conditions and other systemic issues that lead to unsafe acts.

They can provide an inexpensive mechanism to obtain significant information regarding many aspects of the organization, including:

1. Perceptions and opinions of operational personnel
2. Level of teamwork and cooperation among various employee groups
3. Problem areas or bottlenecks in daily operations
4. Safety and Quality culture; and
5. Current areas of dissent or confusion.

Safety surveys usually involve the use of checklists, questionnaires, and informal confidential interviews. Surveys, particularly those using interviews, may elicit information that cannot be obtained any other way.

Typically, specific data that is suitable for assessing safety performance can be acquired through well-structured and managed surveys. However, the validity of all survey information obtained may need to be verified before



corrective action is taken. Like voluntary incident reporting systems, surveys are subjective, reflecting individuals' perceptions. Consequently, they are subject to the same kinds of limitations, for example, the biases of the author, the biases of the respondents, and biases in interpreting the data.

The activities associated with safety surveys can span the complete risk management cycle from hazard identification, through risk assessment, to safety oversight.

3.1.2.5 Management Reviews

Management review of safety performance data will be conducted by SRB. This provides a forum for the management to discuss the identified safety issues, for details refer to [section 1.4.2](#).

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3.2 SAFETY ASSURANCE OVERSIGHT PROGRAMS

3.2.1 Continuous Safety Improvement

The continuous improvement cycle builds confidence and assurance of the successful operation of the Safety Management System, safety assurance ensures control of safety performance – including regulatory compliance – through constant verification and upgrading of the operational system. This objective is achieved through the application of tools like internal evaluations and internal audits (both internal and external), strict document controls and on-going monitoring of safety controls and mitigation actions.

Internal evaluations involve both operational departments and the safety and security division in the evaluation of the operational activities as well as the SMS-specific functions. Evaluations conducted for the purpose of this requirement are conducted by appropriately trained individuals that are functionally independent of the technical process being evaluated. The internal evaluation function will accomplish auditing and evaluation of the safety management functions, policymaking, safety risk management, safety assurance, and safety promotion.

Internal audits are used to obtain information with which to make decisions and to keep operational activities on track. The primary responsibility for safety management rests with those who "own" the organization's operational activities. It is here where hazards are most directly encountered, where deficiencies in activities contribute to safety risk, and where direct supervisory control and resource allocation can mitigate the safety risk to ALARP. Internal audits are an essential tool for safety assurance, to help managers in charge of activities supporting delivery of services to control that, once safety risk controls have been implemented, they continue to perform and that they are effective in maintaining continuing operational safety or Acceptable Level of Safety Performance (ALoSP).

External audits of the SMS may be conducted by the regulator, code-share partners, customer organizations, or other third parties. These audits not only provide a strong interface with the oversight system but also a secondary assurance system.

Continuous improvement of the SMS thus aims at determining the immediate causes of below standard performance and their implications in the operation of the SMS, and rectifying situations involving below standard performance identified through safety assurance activities. Continuing improvement is achieved through internal evaluations, internal and external audits and it applies to:

1. Proactive evaluation of facilities, equipment, documentation, and procedures, for example, through internal evaluations.
2. Proactive evaluation of the individuals' performance, to verify the fulfillment of their safety responsibilities, for example, through periodic competency checks (form of evaluation/audit); and
3. Reactive evaluations to verify the effectiveness of the system for control and mitigation of safety risks, for example, through internal and external audits.

Continuous improvement occurs when the company displays constant vigilance regarding the effectiveness of its operations and its corrective actions. Indeed, without on-going monitoring of safety controls and mitigation actions, there is no way of telling whether the safety management processes achieve its objectives and similarly, there is no way of measuring if an SMS is fulfilling its purpose with efficiency.



3.2.1.1 Continuous Improvement Process:

The following are the Continuous Improvement Process:

1. SRB and SAG shall be established to oversee the implementation, maintenance, and improvement of SMS.
2. Identify areas of improvement by analyzing and defining safety processes to determine the ones most in need of improvement.
3. Determine potential solutions for the problem areas that are identified then start brainstorming ideas on how to improve them.
4. Develop a detailed solution for the problem areas and start target measurements to determine if the goals are met.
5. Implement the plan involving every stakeholder in the implementation process from the highest level of management down to the workers and shall make it clear that continuous process improvement is a priority.
6. Evaluate the solution to determine if improvement goals are met.

3.2.2 Sub-Contractors Assessment

The evaluation of any subcontractor is a Corporate Safety and Quality function where the company determines whether such service providers have formal, implemented safety and quality systems for the oversight of their operations.

Riyadh Air shall ensure the following safety management functions are implemented by the subcontractor:

1. The subcontractor shall have an independent member of their management team who is responsible for safety duties and has the responsibility and authority to supervise and maintain safety management processes and procedures. This person must be able to develop and support the implementation of such processes and procedures on initial deployment of the safety management objectives.
2. Safety accountabilities and responsibilities for all subcontractor personnel involved in safety-related tasks and all safety procedures and relevant processes must be in place. This includes unambiguous definition and allocation of accountabilities and responsibilities for all matters of operational safety and coordination and monitoring processes that ensure the management of safety in operations. For details of vendor management refer to QMS Manual.
3. As and when required, Riyadh Air may purchase or subcontract components of the SMS from 3rd party originations. It is the responsibility of the V.P. Corporate Safety, Security & Environment to ensure that all subcontractors and their services are assessed periodically.
4. Corporate Safety Department Service Provider Evaluation Form (RXI/SAF/XXX) shall be sent to service providers that will be contracted by the Safety Department.

3.2.3 Compliance Assurance Program

Compliance Assurance is defined as all those planned and systematic actions necessary to provide confidence that all operations and maintenance practices are conducted in accordance with all applicable technical requirement standards and operational procedures. For details refer to the Corporate Quality Management System Manual, Section 9.3.



3.2.4 Flight Data Analysis (FDA)

3.2.4.1 Introduction

The aim of the FDAP is to utilize the direct analysis of DFDR data to measure a broad range of actual flight data collected during routine flight operations.

In keeping with the "Just Culture" philosophy of the SMS, all data collection and analysis shall be non-punitive in nature and used solely to monitor for trends and other indicators of potential or inherent safety or operational hazards.

Using handheld, or PC based systems, raw DFDR data is collected, processed, and displayed for analysis to identify areas of operational risk by highlighting when non-standard, unusual, or unsafe conditions occur. This will allow the Safety and Flight Operations departments to identify operational risks exposed by analysis of the DFDR data.

Such operational risks might include:

1. Deviations from AFM or company limitations
2. Routine data measurements that may not constitute a deviation, but which may indicate a negative trend for a given set of circumstances.
3. Follow-up of MORs and other safety and incident reports.

3.2.4.2 Flight Data Analysis Program (FDAP)

FDAP is a powerful analysis and monitoring tool, providing complete, accurate, and objective flight safety data that can cover all company flights, with risk events being detected automatically.

For details refer to FDAP Manual.



3.3 SAFETY PERFORMANCE MONITORING AND MEASUREMENT

3.3.1 General

Riyadh Air has a process for setting performance measures as a means to monitor and verify the operational safety performance of the organization; the achievement of the Safety Objectives; and to validate the effectiveness of safety risk controls. Riyadh Air uses a combination of leading and lagging indicators to measure the safety performance.

Riyadh Air proactively and reactively monitor the safety performance of the organization to ensure that the key safety goals continue to be achieved. To ensure safety performance indicators are correctly measured, the organization shall ensure that:

1. The results of all safety performance monitoring are documented and used as feedback to improve the system;
2. Address individual areas of concern. The assessment of the improvements made to work procedures might be far more effective than measuring accident rates.

Safety performance measures shall be linked to the organization's operations performance measures and be Specific, Measurable, Achievable, Results oriented and Timely (SMART).

Safety Performance Monitoring processes and systems include the following:

1. Continuous monitoring of operational processes including establishment and monitoring of SPIs and SPTs, alert levels and the required reporting of safety performance or other statistics data to the GACA;
2. Periodic monitoring of the operational environment to detect changes;
3. Auditing of operational processes and systems;
4. Evaluations of the SMS and safety data and contextual data related to the organization's environment, conditions, resources, and management.

Safety performance measurement shall be utilized in the identification of adverse trends or conditions; to enable Riyadh Air to benchmark its safety performance and allow continuous improvement by minimizing risk through appropriate safety controls.

Safety Department shall provide both reactive and proactive safety information at regular intervals or when requested, to management and other staff, to manage risk within Riyadh Air.



3.3.2 Safety Performance Monitoring

Corporate Safety, Security and Environment division shall monitor operational data, including products and services received from subcontractors, to identify hazards, measure the effectiveness of safety risk controls, and assess system performance.

1. The aim and objectives of performance monitoring are:
 - a. to determine conformity to safety risk mitigations ([Section 2.3.4.2](#)),
 - b. to assess overall SMS performance, and
 - c. to identify hazards.
2. The following tools are used for performance monitoring of internal processes:
 - a. the Flight Data Analysis Program (FDAP) for flight operations,
 - b. safety reports from flight operations, maintenance, cabin, and ground operations,
 - c. sub-contractor and product monitoring through the validity of approvals, claims raised, and quality control processes.

Riyadh Air selects and defines Safety Performance Indicators which are tactical parameters related to the safety objectives; as well as Safety Performance Targets which are also tactical parameters used to monitor progress towards the achievement of the safety objectives. SPTs should be realistic, context specific and achievable when considering the resources available to the company.

Safety performance measurement data is used to compute trends that determine safety performance of the airline. These trends are benchmarked against predetermined SPI and SPT.

SPI are used to highlight critical activities, in the context of an acceptable level of risk, reflect operational safety performance. They are expressed in practical terms as a reflection of the risk to the business. The values of SPI and tolerability defined by SPT, shall be determined by, regulatory requirements, industry best practice or expert opinion. Exact values will be internally reviewed, agreed and approved as appropriate and recorded by the Safety Department.

SPT are specified to ensure that risk levels are maintained within defined boundaries and to highlight areas which may require improvements to reduce risk.

Alert level is an established level or criteria value outside of the normal operating range or out-of-control region that triggers a warning that an adjustment or evaluation is needed.

The SPIs, SPTs and alert levels should be a combination of high and lower-consequence indicators as appropriate.



3.3.3 Performance Monitoring Guidelines

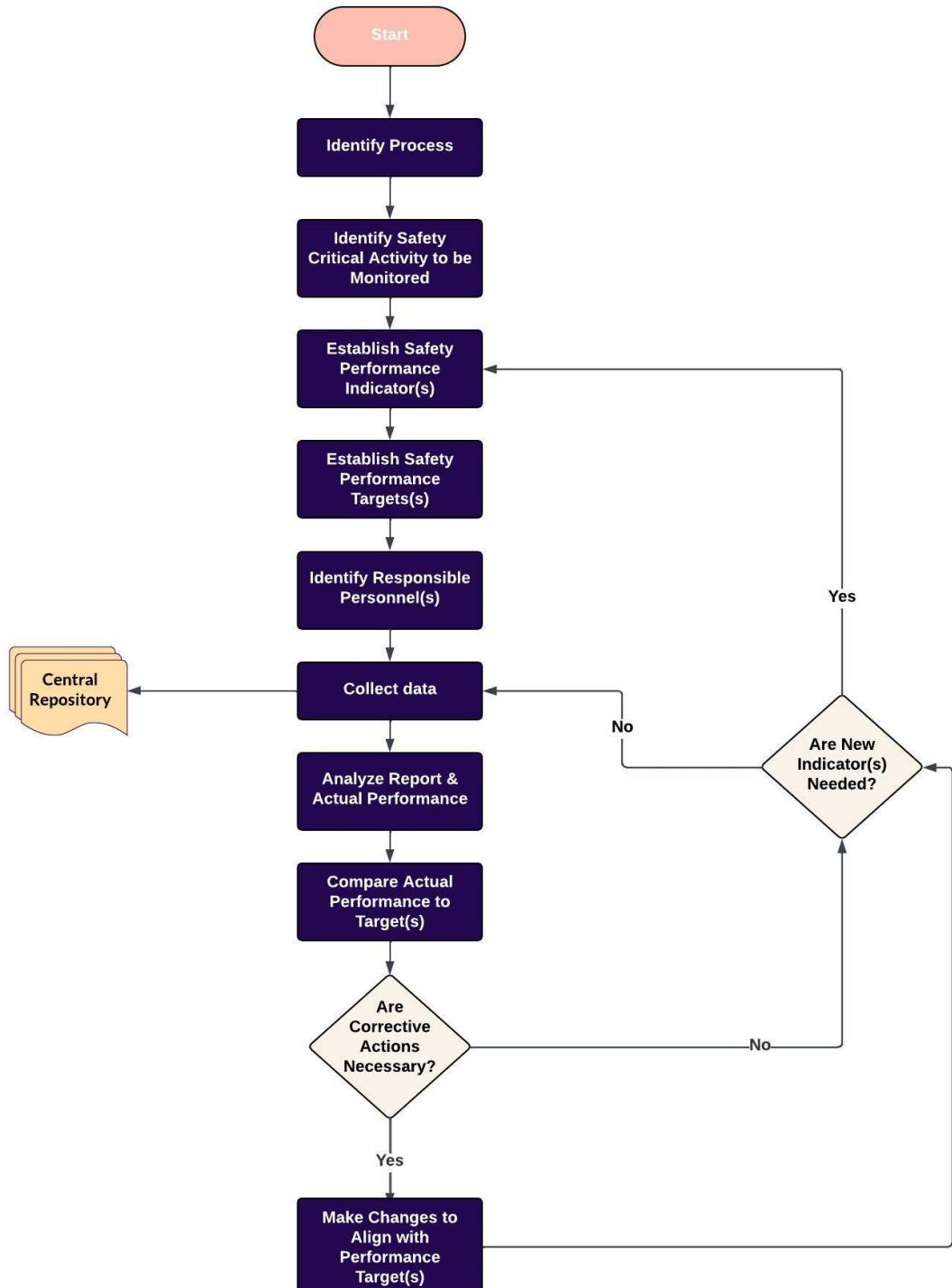


Figure 12 – Performance Monitoring Flow



3.3.3.1 Performance Monitoring Procedure

To allow adequate oversight and information dissemination, Corporate Safety, Security and Environment division shall have access to departmental safety data including:

1. Safety reports;
2. Flight data incidents and trends;
3. Hazard identification reports;
4. Change management/safety reviews/risk and hazard registers;
5. Safety studies;
6. Safety audits;
7. Safety surveys; and
8. Internal safety investigations.

This data shall be used by relevant line departments to determine Safety Performance Indicators (SPI) and to set Safety Performance Targets (SPT) in liaison with Safety department.

The proposed Safety Performance Measurement Plan containing the indicators, targets, alert levels, and relevant action plans defined to achieve the targets shall be submitted to the Accountable Executive and GACA Inspectors for their review and acceptance. Riyadh Air should be able to demonstrate to GACA that the SPIs, SPTs and alert levels are appropriate with the established safety objectives, analysis of data that is available or obtainable; and the size and complexity of the organization.

Monitoring of the safety performance will be done by Corporate Safety, Security and Environment division in coordination with relevant departments. The Safety Performance Monitoring status will be presented to the Safety Action Group and Safety Review Board Meetings for review on a monthly and semi-annual basis respectively to identify abnormal changes in safety performance. Discussion also includes the need to update safety objectives, refinement of SPIs and SPTs and review if these are still appropriate to the organization. This will also give the Heads of Departments an idea on the status of their respective performances if it is still within the Acceptable Level of Safety.

In order to ensure that the Monthly Review is performed in an effective manner, the accuracy of data and calculations shall be checked by the V.P. Corporate Safety Security and Environment. In case of an alert level exceedance, concerned department should be notified so that actions can be taken. Such actions need to be verified by SAG members and shall ensure that these are supported by evidence. These actions may also be modified due to changes in the operating environment affecting the SPIs performance; this will ensure the continued relevance and effectiveness of the agreed action plans.

If an alert level has been repeatedly breached, the SAG/Concerned Department shall determine the reasons for the failure of existing action plans. For any alert level exceedance, a root cause analysis shall be made, and the Heads of Departments shall ensure that the actions taken are relevant and controls are effective. A review of the past and current corrective actions of alert breaches may be performed for this purpose. Safety Department shall be informed of the actions taken.

3.3.3.2 Safety Performance Indicators and Targets



3.3.3.3 Acceptable Level of Safety Performance (ALoSP)

ALoSP is KSA aviation's minimum level of safety performance in terms of safety performance targets and safety performance indicators – (ICAO Doc 9859, or as revised). Safety performance is expressed by SPIs and their corresponding alert and target values. GACA monitors the aviation industry's SPI trends to identify any unusual changes in safety performance. The target and alert settings take into consideration recent and historical performance (preceding year) for a given indicator. Past performance is used to predict future performance using trend analysis to track safety performance over time. Where deficiencies have been found and corrected, the effectiveness of the corrective actions is ensured.

ALoSP is the aggregate level of safety performance achieved and expressed in terms of safety performance targets and safety performance indicators.

For details, refer to Riyadh Air Safety Plan for 2024-2028-document reference no. SAF/RXI/SPM

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3.4 MANAGEMENT OF CHANGE

3.4.1 General

Riyadh Air will experience change over time due to expansion, contraction, organizational changes, changes to existing systems, introduction of new equipment, programs, products or services, and introduction of new policies, processes, or procedures.

Hazards may inadvertently be introduced into an operation whenever change occurs. Safety management practices shall ensure that hazards that are a by-product of change are systematically and proactively identified and strategies to manage and mitigate associated safety risks and the consequences of hazards will be developed, implemented, and subsequently evaluated.

Change can introduce new hazards; impact the appropriateness of existing safety risk mitigation strategies, and/or impact the effectiveness of existing strategies. Changes may also be external to the organization, or internal. Examples of external changes include changes to regulatory requirements and reorganization or the introduction of new services through contracts with Service providers. Examples of internal changes include management changes, new equipment, and new procedures.

As the system evolves, seemingly small, incremental changes can accumulate over time in the system that will make the initial system description inaccurate. Therefore, as part of a formal process of the management of change, the system description and the baseline hazard analysis will be reviewed by all applicable periodically to determine their continued validity.

3.4.1.1 Purpose

Change Management Plan establishes how changes shall be proposed, accepted, monitored, and controlled. The change control procedures identified in the Change Management Plan shall govern changes to the baseline project scope including changes to the work breakdown structure and requirements from project inception through to completion. In addition, the change control procedures will govern changes to the baseline schedule and cost.

This Change Management Plan addresses the following activities:

1. Identification and inventory of change requests
2. Analysis and documentation of the complete impact of requested changes
3. Approval or rejection of change requests
4. Tracking changes and updating of project documentation to account for approved changes

3.4.1.2 Responsibility

When changes to the system are made, and periodically thereafter, all concerned divisions/departments shall review its systems, anticipated and actual operational environment to make sure it continues to hold a clear picture of the circumstances under which the provision of service takes place.



Safety, Security, and Environment division shall oversee hazard identification and risk management review on any division/department processes or contracted services at any time there is a significant management change, re-structuring, or addition/deletion of services. Management of Change Process

The management of change process includes the following activities:

1. **Understanding and defining the change;** this should include a description of the change and why it is being implemented. This activity assists the company to evaluate the criticality of the change by assessing the impact on its activities, and the impact on other organizations and the aviation system;
2. **Understanding and defining who and what it will affect;** this may be individuals within the company, other departments, or external organizations. Equipment, systems, and processes may also be impacted. A review of the system description and organizations' interfaces may be needed. This is an opportunity to determine who should be involved in the change. Changes might affect risk controls already in place to mitigate other risks, and therefore change could increase risks in areas that are not immediately obvious;
3. **Identifying hazards related to the change and carrying out a safety risk assessment;** this should identify any hazards directly related to the change. The impact on existing hazards and safety risk controls that may be affected by the change should also be reviewed. This activity should use the existing SRM processes since it is intended to collect data and information that can be used to give information on the situation and enable analysis of the change;
4. **Developing an action plan;** this should define what is to be done, by whom and when. There should be a clear plan describing how the change will be implemented and who will be responsible for which actions, and the sequencing and scheduling of each task. Early communication and engagement with affected personnel or department will normally improve the way the change is perceived and implemented;
5. **Signing off on the change;** this is to confirm that the change is safe to implement. The Post holder or Head of Department who has the overall responsibility and authority for implementing the change should sign the change plan; and
6. **Assurance plan;** this is to determine what follow-up action is needed. SAG members shall consider how the change will be communicated and whether additional activities (such as audits) are needed during or after the change. Any assumptions made need to be tested.

3.4.2 Management Of Change Phases

The process has four basic phases namely Evaluation of Risk, Review of the Risk, Approve Risks, and Implementing the Changes. Both the effect of the change and the consequence of implementing the change shall be considered. The following figure illustrates the Management of Change process used by Riyadh Air.

3.4.2.1 Evaluate Risks

Any proposed change shall be evaluated for significance and inter-departmental impact which includes hazard identification and risk assessment to also cover Human factor issues. The MOC process will be initiated by the concerned department, whilst the overall responsibility resides with the department head, this can be devolved by departmental/sectional managers. Where the impact is inter-departmental it may require co-ordination of a steering committee. This has to be done in coordination with V.P. Corporate Safety, Security & Environment.



3.4.2.2 Review Risks

The designated manager will utilize competent resources to identify all hazards that are associated to the change by performing a hazard identification and risk assessment exercise.

All hazards identified shall be analyzed for risk using the appropriate risk matrix (See Section 2.5), considering any inter-departmental impact.

Risks will be assessed against existing safety controls to determine if adequate protection is available and if necessary new or amended controls will be employed to reduce risk to an acceptable level. Likewise, the removal of unnecessary controls due to operational environment changes will be assessed. Such controls shall consider consequential outcomes which could themselves create additional hazards.

The transitional risks shall also be identified and managed. This has to be done in coordination with VP Corporate Safety, Security & Environment.

3.4.2.3 Approval for the Change

The completed risk assessment shall be reviewed by the Post Holder/Division Head who shall approve the change(s) if the risk has been brought to as low as reasonably practicable (ALARP) after mitigation actions. All significant changes must be approved by Accountable Executive and GACA be notified

3.4.2.4 Implement Change

Implementation of the approved changes shall be directed and controlled by the responsible manager. All changes shall be continuously assessed through safety assurance measures to ensure the risk factor resulting from the change remains at an acceptable level.

Significant changes shall be raised by the responsible manager to Corporate Safety, Security & Environment division, who shall bring them to the attention of the SRB as necessary, to ensure adequate governance of risk.

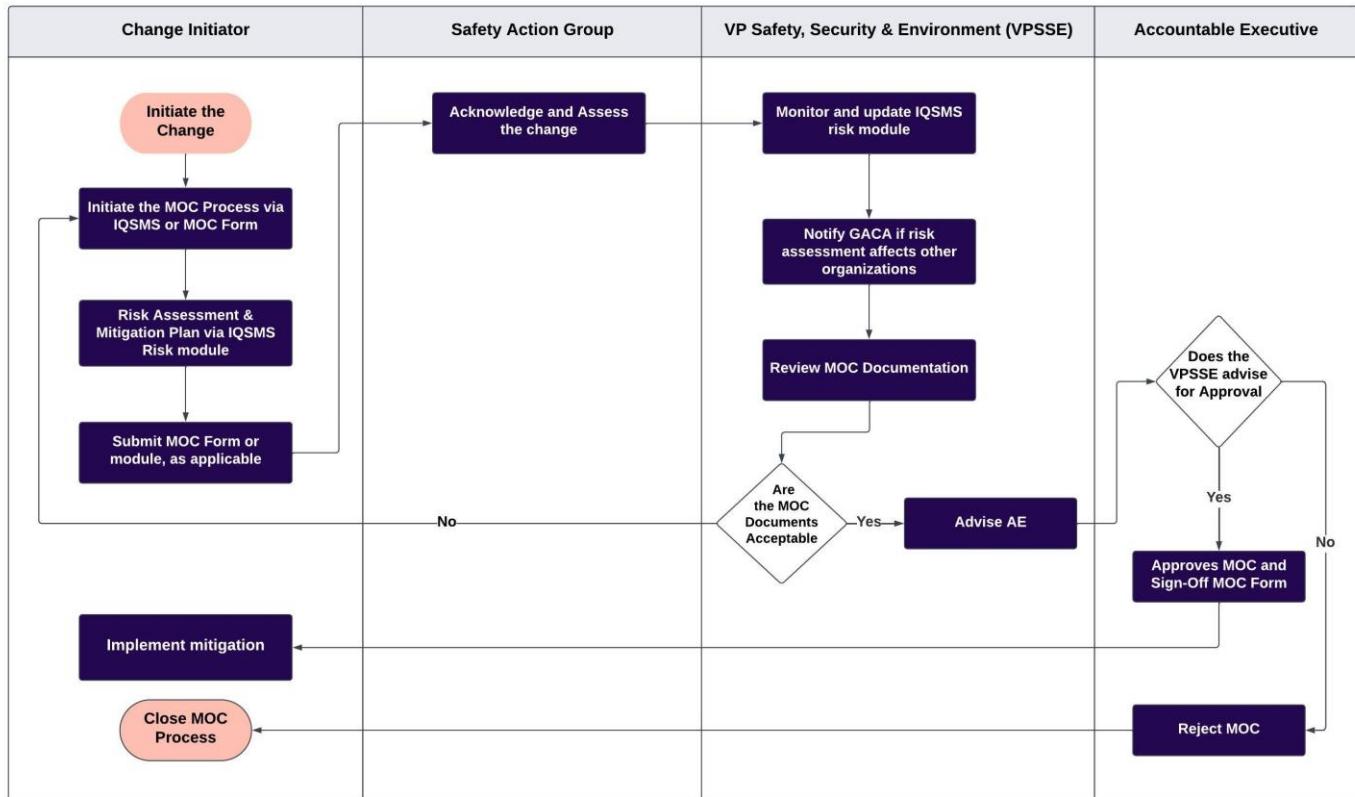


Figure 13 - MOC Phases

3.4.3 Management of Change Form

The Management of Change Form (refer [Appendix 2](#)) shall be accomplished whenever there is a planned change.

Coordination shall be done to Safety Department for the MOC Reference Number. Once the form is completed, it shall be submitted to Safety Department for review and subsequent acceptance of the VP Corporate Safety, Security & Environment, the Department Head shall ensure that MOC process is carried out and appropriate form is completed and submitted to Safety Department before the target date of the intended implementation of change.

The responsibilities and timelines will be recorded in the MOC form.

3.4.4 Notification To GACA

Where Riyadh Air undertakes a major change or a change that may affect other organizations in the aviation system, the safety assessment associated with that change must be acceptable to GACA.

VPCSSE shall notify GACA – Aviation Standards located in Riyadh. Email: gaca-info@gaca.gov.sa within ten days (excluding Fridays, Saturdays, and public holidays) from the date the change was decided, any change or vacancy related to key employees needs to be informed 30 days in advance. A copy of the management change notification shall be sent to the designated Riyadh Air Principal Inspector.

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4 SAFETY PROMOTION

4.1 INTRODUCTION

Safety promotion encourages a positive safety culture and helps in achieving safety objectives through a combination of technical competence that is continually enhanced through training and education, effective communication, and information-sharing. Senior management assume the leadership to ensure the safety management system requirements are fulfilled.

Effective safety management cannot be achieved solely by mandate or strict adherence to policies and procedures. Safety promotion affects both individual and organizational behavior, and supplements the organization's policies, procedures, and processes, providing a value system that supports safety efforts.

In addition to job-specific training required to competently perform operational tasks, all operational personnel shall undergo initial and recurrent SMS training. When establishing training requirements for the organization, the following shall be considered:

1. Safety orientation for all new personnel, stressing the Riyadh Air's commitment to safety and everyone's role in the SMS.
2. Have a training evaluation and feedback.
3. Make effective use of technology, conferences, workshops.
4. Incorporate any feedback from the SMS program such as incidents/accidents details or rates and results of the safety oversight program.
5. Promotion of safety within the organization to include safety alerts, notices, newsletters, campaigns, award schemes ... etc.

Since effective communication is vital to promoting a positive safety culture, safety staff must have sound knowledge and understanding of the types and sources of information available, and therefore have access to libraries and files. Operations and Engineering Procedures are set out in individual aircraft manufacturer manuals. Any supplementary flight safety-related information that is of an operational or engineering nature is promulgated by:

1. Notices issued by the aircraft or equipment manufacturer or regulatory agencies.
2. Safety office communications.



4.2 SAFETY TRAINING AND EDUCATION

4.2.1 Introduction

Riyadh Air shall develop and maintain a safety training program that ensures that personnel are trained and are competent to perform their SMS duties. The VPCSSE shall ensure that the scope of the safety training program is appropriate to the level of involvement of each category of staff in the network. This includes providing appropriate safety information relevant to specific safety issues met by Riyadh Air.

The training program should be tailored to the needs of the individual's role within the SMS. For example, the level and depth of training for members involved in SRB will be more extensive than for personnel directly involved with delivery of Riyadh Air's product or services. Personnel not directly involved in the operations may require only a high-level overview of the Riyadh Air's SMS.

Personnel who are trained and competent to perform their SMS duties, regardless of their level in the organization, is an indication of management's commitment to an effective SMS. The training program should include initial and recurrent training requirements to maintain competencies.

4.2.2 Purpose Of Safety Training and Education

The purpose of Safety Management System (SMS) training is to ensure that employees are well-equipped with the knowledge and skills to effectively implement safety measures and manage safety risks in their scope of work. Some of the key reasons for SMS training is listed below:

1. **Enhance Safety Awareness:** SMS training helps staff develop a strong sense of safety culture and awareness. It educates employees about the importance of safety in their roles and encourages a proactive approach to identify and mitigate risks. It helps staff to understand their roles and responsibilities with SMS.
2. **Identify Hazards and Risks:** Training enables staff to identify potential hazards and risks within their work environment. By understanding the principles of hazard identification and risk assessment, employees can contribute to the continuous improvement of safety processes and practices.
3. **Promote Safety Reporting and Communication:** SMS training emphasizes the importance of reporting safety incidents, near misses, and hazards. It provides employees with the necessary knowledge and confidence to report such occurrences, fostering a culture of open communication and accountability.
4. **Implement Safety Procedures:** Training ensures that staff are familiar with established safety procedures and protocols. This includes emergency response plans, safety checklists, and the use of safety equipment. Proper training helps employees respond effectively in critical situations.
5. **Support Compliance with Regulations:** SMS training familiarizes staff with relevant safety regulations and standards set by aviation authorities, such as the International Civil Aviation Organization (ICAO). It ensures that employees understand and adhere to these requirements, maintaining compliance and regulatory standards.



6. **Continuous Improvement:** SMS training promotes a culture of continuous improvement in Safety Management Systems. It equips employees with the tools to evaluate and review existing safety practices, identify improvement opportunities, and implement corrective actions as necessary.

Overall, Safety Management System training for employees is crucial for maintaining a high level of safety in the aviation industry. It equips employees with the knowledge, skills, and attitudes needed to effectively manage safety risks, prevent accidents, and ensure the well-being of passengers and crew.

4.2.3 SMS Training Program:

It is essential that all employees understand their role in safety performance. In order to achieve that level of understanding, employees must have the knowledge and skills to understand and apply the processes described within the CSMM.

The acceptable level of performance for ALL employees is:

1. Understanding of the structure of the SMS, terminology, and definitions.
2. Knowledge of the functions of key safety personnel.
3. Awareness of the Safety Policy and Objectives.
4. Knowledge of reporting tools available, how, and when to use.
5. Knowledge of ERP and Crisis Management.
6. Awareness of risk assessment tools.
7. Understanding of the foundations of a Just Culture: differences between violations and errors.

Initial and Recurrent SMS training and any additional courses necessary to fulfil competency requirements will be provided under the direction of the VPCSE. Recurrent training will include changes to procedures, new risks identified, and lessons learnt from within the Organization and the wider industry.

Riyadh Air has training program to ensure that operational personnel are trained to understand SMS responsibilities and they are competent to perform their associated duties. The following table outlines the curricula of initial and recurrent training program.

Module Curricula	Senior Management including AE	Line Management/ Key Safety Personnel	Other Operational Personnel
Scope of SMS	✓	✓	✓
Corporate safety philosophy, safety policies	✓	✓	✓
Organization roles and responsibilities of staff in relation to safety	✓	✓	✓
SMS Documentation	✓	✓	✓
Corporate Safety Goals and Objectives	✓	✓	✓



Basic principles of Hazard identification and Risk Management	✓	✓	✓
Safety reporting system	✓	✓	✓
Safety Assurance Program	✓	✓	
Management of Change principles	✓	✓	
Coordination of the Emergency Response Plan	✓	✓	
Safety Performance Monitoring	✓	✓	
Safety Promotion and Information Dissemination	✓	✓	✓
Lessons learnt from safety reports (Internal and External).	✓	✓	✓

Table 8 - Modules for Applicable Groups

4.2.3.1 Initial Training Program

SMS training is part of company indoctrination training to ensure that all employees are aware of their relevant duties before being assigned to their workplace. This training is divided according to the employee's workplace into:

1. Operational personnel which include ground operations, flight operations, maintenance, and Safety staff.
2. Senior Management including AE and Management personnel for all departments .

VPCSSE will ensure that SMS training needs assessment are conducted to identify the type and method of training necessary to ensure the required levels of competence.

Note:

Mandatory for all operational personnel including Auditor.

4.2.3.2 Recurrent Training Program

It is a requirement to undergo recurrent SMS training every 24 months. However, trainers shall undergo additional training in case of any substantial SMS legislation change if it occurs within 24 months. The same modules shall be used as for indoctrination training; however, the Corporate Safety, Security, and Environment (CSSE) division shall be responsible for undertaking a training needs assessment to ascertain what additional training might be included for each specific group of employees.

The recurrent training shall be provided as an e-Learning package. The e-Learning package shall be tailored to address the training needs of the target audience with VPCSSE being responsible for a final decision on the content of the e-Learning module.



4.2.4 SMS Training Review and Revision Procedure

All departmental heads shall:

1. Identify and establish SMS training plans for management and non- management personnel within the organization based on functions that affect the safety of aircraft operations and subordinates.
2. Establish a yearly training SMS plan that includes goals, objectives, and key performance indicators for the overall training program to ensure that all applicable divisional personnel responsibilities under the SMS and ERP are appropriately trained and qualified to execute applicable procedures.
3. Reconcile SMS training requirements with established courses and schedules published by training providers/organizations.
4. Design SMS training plans and programs based on the organizational functions and the overall company training goals and requests.
5. Coordinate SMS training plans and schedules with CSSE division.
6. Inform Safety Office of the introduction of any new systems / equipment / tools / concepts related to SMS training to evaluate training requirements.
7. Establish and maintain SMS induction training program for new staff as required.
8. Review and approve departmental SMS Training Plans.
9. Review SMS training performance periodically.
10. Communicate and review SMS training program performance with Safety office periodically.
11. Maintain training records and training plans and schedules.
12. Safety office tracks overall compliance, performance, and effectiveness of the SMS training program.
13. Safety office provides guidance and advice of corrective measures as deemed necessary to all applicable.

4.2.5 Training Records

On successful completion of initial and recurrent training, staff training records shall be automatically updated in the system. The soft copy of the training records/certificates will be available in the Learning Management System (LMS) system and can be easily accessed by Department and Individuals. The SMS training records shall be maintained for each individual for a minimum period of 5 years

4.2.6 Effectiveness Of Training

To ensure the effectiveness of the SMS training for line managers and operational staff the program shall include the following:

1. Testing or evaluation which all participants are required to pass.
2. A passing grade of 70% is set for this purpose.
3. The exam can be taken 3 times. If the participant fails the third attempt, staff will be asked to re-enrolled for training. Once training is completed, re-enrollment will be done in the LMS to complete the test.
4. The average of passing and failing scores will be checked to monitor the understanding of the staff on the training content.



5. Areas wherein common mistakes are encountered will be tracked and necessary improvement will be initiated to ensure that the module is well explained and clear. Additional safety promotion should be initiated as necessary.
6. Test results, trends and course feedback shall be regularly reviewed by VPCSSE with a view to improving the content of the SMS training course.

4.2.7 SMS Training Needs Analysis

The purpose of this procedure is to determine accurately the levels of safety training required within the Riyadh Air. It shall assist the Department to identify the gaps of the current SMS training modules as well as acquire information for future training requirements relevant to Safety.

A Training Need Analysis (TNA) shall be made to ensure a clear understanding of the operation, the safety duties of personnel and the available training. This will be carried out after a period of three years.

VPCSSE shall be responsible for the Training Needs Analysis (TNA) for all Safety Staff and Safety Officers. A typical TNA will normally start by conducting an audience analysis, which usually includes the following:

1. Giving particular attention to safety duties, identify by groups how staff will interact with the safety management processes, input and outputs in particular with safety duties to identify similar learning needs. Normally, groupings of individuals will start to emerge that have similar learning needs;
2. Identify the knowledge and competencies needed to perform safety duties required by each staff grouping;
3. Identify the gap between current safety skill and knowledge across the workforce and those needed to effectively perform the allocated safety duties; and
4. Identify the most appropriate skills and knowledge development approach for each group with the aim of developing a training program appropriate to each individual or group's involvement in safety management.

The safety training and education curricula should, at minimum, include the following elements dependent on the level determined during the analysis:

1. SMS regulation;
2. Organizational safety policies, goals, and objectives;
3. Organizational roles and responsibilities related to safety;
4. Organizational SMS processes and procedures;
5. Hazard identification principles;
6. Safety risk management principles;
7. Safety reporting systems;
8. Organizational factors comprising technical and non-technical skills;
9. Human factors;



RIYADH AIR
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CORPORATE SAFETY MANAGEMENT MANUAL

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10. Safety management support (including evaluation and audit program); and
11. Lines of communication for dissemination of safety information.

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4.3 SAFETY COMMUNICATION

4.3.1 Purpose

Safety promotion is a major component of SMS and, together with Safety Policy and Objectives, is an important enabler for continuous safety improvement. Safety promotion provides the means for Riyadh Air to ensure that all staff contribute to the effective implementation, operation, and continuous improvement of the SMS through a positive safety culture.

The safety department shall establish processes for internal and external communication within the organization. The methods for communicating the effectiveness of the SMS may include department meetings, management reviews, circulation of minutes of management review meetings, Internal Audit Closing meetings, reporting of operational deficiencies, hazards/concerns, and other routine business communication.

4.3.2 Procedure

1. The department management and staff must have sound knowledge and understanding of all types of resources for safety information available and must therefore have ready access to company published material.
2. Effective communication is vital to promoting a positive safety culture. The crucial point is not so much the apparent adequacy of safety plans but the perceptions and beliefs that people hold about them.
3. Operational management shall recognize critical safety events, issues, and trends where related safety information is disseminated to all concerned personnel through the dissemination means as described in the section below.
4. Critical safety topics with negative trends and/or significant safety issues must be selected for promotional campaigns based on their potential to control and reduce losses due to accidents / incidents. Selection must therefore be based on experience of past accidents / incidents or near misses, matters identified by hazard analysis and observations from routine safety audits.
5. Operational management shall recognize good safety performance and advocate its promotional values.
6. Operational management in coordination with VPCSSE shall assess the communication methods available and determine those most appropriate. All methods of communication must allow upwards as well as downward transfer of information and should encourage feedback from all users of the SMS.
7. The generic safety information such as the Corporate Safety Management Manual, Problematic Use of Psychoactive Substances Prevention and Safety Programs Manual, Flight Data Analysis Program Manual and Emergency Response Procedures Manual are saved in the DMS for easy access of all departments. All staff shall be responsible for keeping themselves apprised of safety matters and for studying promptly any material distributed to them.
8. VPCSSE shall ensure that for safety communication following sources of information shall be used:
 - a. Safety reports;
 - b. Safety communication from external sources (i.e. manufacturer, safety groups/foundations, etc.);
 - c. FDA events;



- d. Lessons learned from internal and external investigation reports which includes regulatory investigation reports.

4.3.3 Safety Communication Strategy

4.3.3.1 Safety Input

Effective safety communication is one of Riyadh Air's commitment to promote safety awareness, which will eventually foster safety culture within the organization. One way to achieve this is to establish communication goals. The Accountable Executive provides the leadership, vision and resources needed to empower the communications function, along with the management, line managers and supervisors' support. A distinct set of objectives of these goals has to be identified, documented, and measured through KPIs as this will allow the VPCSSE to determine the effectiveness of the current communication strategy, what is working and what is not, and what needs to be accomplished. These safety communication goals also have to be correlated with the company's organizational goals.

The dissemination of safety promotion material could be triggered by different safety inputs. This includes (but not limited to) the following:

1. The finalization of safety risk management and safety assurance/investigation reports to share the lessons learnt. This includes lessons learnt from industry incidents/accidents and best practices.
2. VPCSSE, Safety Action Group (SAG), and/or Safety Review Board (SRB).
3. Based on the areas of improvement and safety opportunities identified in a Safety Survey, and Safety Audits.

Whenever a safety information needs to be cascaded, target audience needs to be identified to ensure that the message is relayed to appropriate personnel. The message should be simple and concise to be easily understood.

4.3.3.2 Develop Safety Promotion Content

Taking the above safety inputs into consideration, the Safety Specialist shall clearly define the topic of the promotion. To ensure clarity, the key message(s) need to be clearly defined and stated. If not detailed in the safety input, the Safety Specialist shall assess an appropriate 'target audience' to ensure it is suitable for the audience's knowledge and experience.

Riyadh Air safety communication is shared to internal and external personnel such as service providers as applicable. This communication should be clear, simple, practical and align with the safety policy and safety objectives.

Safety communications shall be published to achieve the following objectives:

1. Ensure personnel are aware of the SMS and its related activities to a degree commensurate with their positions and safety responsibilities in a timely manner;
2. Convey in a timely manner safety-critical information especially relating to assessed risks and analyzed hazards;
3. Raise awareness of new safety risk controls and corrective actions and explain why particular safety actions are taken;



4. Provide information on new or amended safety policy, objectives and procedures and explain why they are introduced or changed to ensure the appropriate people are kept informed;
5. Promote a positive safety culture among their systems and interfaces;
6. Encourage personnel to identify and report hazards; and
7. Provide feedback to personnel submitting a safety report.

Modes of communication shall include but not limited to:

1. The online distribution of the SMS manual,
2. Safety newsletters, bulletins, notices, and alerts,
3. Safety Awareness Posters,
4. Websites, intranet, and emails,
5. Safety conferences e.g., a safety day/Walk & Talk.

In order to enhance flow and sharing of safety information, staff shall be asked to contribute articles and opinions to the various safety publications within the company.

4.3.3.3 Content Approval

The Safety Promotion material must be approved by VPCSSE prior to dissemination ensuring that it is fit for the purpose and the content is appropriate, clear, and understandable. Once the material is found satisfactory and is approved, the Safety Specialist is to disseminate the content to the targeted audience, all digital promotion material shall be disseminated via safetyoffice@riyadhair.com.

4.3.3.4 Safety Promotion Evaluation

Depending on the size of the target audience and the nature of material (safety sessions, workshops, seminars, and briefings), the Safety Specialist shall disseminate an evaluation form to the target audience and use feedback to tailor future promotion material. The approval of the evaluation form should be submitted with the promotion material to the VPCSSE, the evaluation form should be tailored to the nature of the material.

4.3.3.5 Safety Communication Records

CSSE division shall retain the records of all SMS safety communications for a minimum of 5 consecutive years. This rule applies to:

1. Safety Action Group (SAG) and Safety Review Board (SRB) minutes of meeting, and
2. Internal safety publications.



4.4 RECOGNITION

4.4.1 Purpose

To ensure that the staff who excel in safety critical tasks or go beyond the calling of their duty to enhance safety, are proactive in identifying and reporting hazards or avert a major accident are recognized by the company.

4.4.2 Procedure

Staff shall be nominated by their supervising managers to CSSE division with justification for corporate Award System, or if they are deemed to have performed acts that averted a safety incident or accident or made significant contributions to enhance safety within the company.

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RIYADH AIR
طيران الرياض

CORPORATE SAFETY MANAGEMENT MANUAL

4 SAFETY PROMOTION
4.4 RECOGNITION

Issue: 00
Revision: 00
Date: 17-DEC-2023

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5 ACCIDENT INVESTIGATION

5.1 ACCIDENT/INCIDENT INVESTIGATION PROCEDURE

GACAR part 4.19

5.1.1 Accidents/Serious Incidents in A Foreign Country Involving Company Aircraft

Serious incident occurring to civil registered aircraft in a foreign country are investigated in accordance with provision of ICAO Annexure13.

Process: The appropriate method of contacting a foreign National Authority or ATC authority is via the AIB/GACA. All the facts known to Riyadh Air must be set down in a full report and forwarded via AIB/GACA to the foreign National Authority for onward forwarding. This method is known to take time, and results are not always forthcoming from the foreign authority.

The safety report of the incident shall be forwarded from the Safety Office to the National Authority or ATC authority, and a copy shall be sent to the AIB/GACA.

5.1.2 Internal Safety Accident/Incident Investigation

The objective of safety investigations is the prevention of safety occurrences (incidents & serious incidents) via the identification of systemic root causes and not individuals and also the enhancement of safety performance via sharing of the lessons learned with the concerned stakeholders, in brief, the objective of the process described in this section are summarized below:

1. Ensure that safety occurrences are independently & objectively investigated, without the apportion of blame or liability.
2. Provide the scope of applicability of safety investigations and a distinction between when an investigation is (and is not) necessary.
3. The proactive detection of safety hazards and system deficiencies with the purpose of providing safety recommendations and reactive corrective actions.



5.1.2.1 Investigation Procedure

The figure below provides an overview of the investigations flow. The following section will provide details on the procedures.

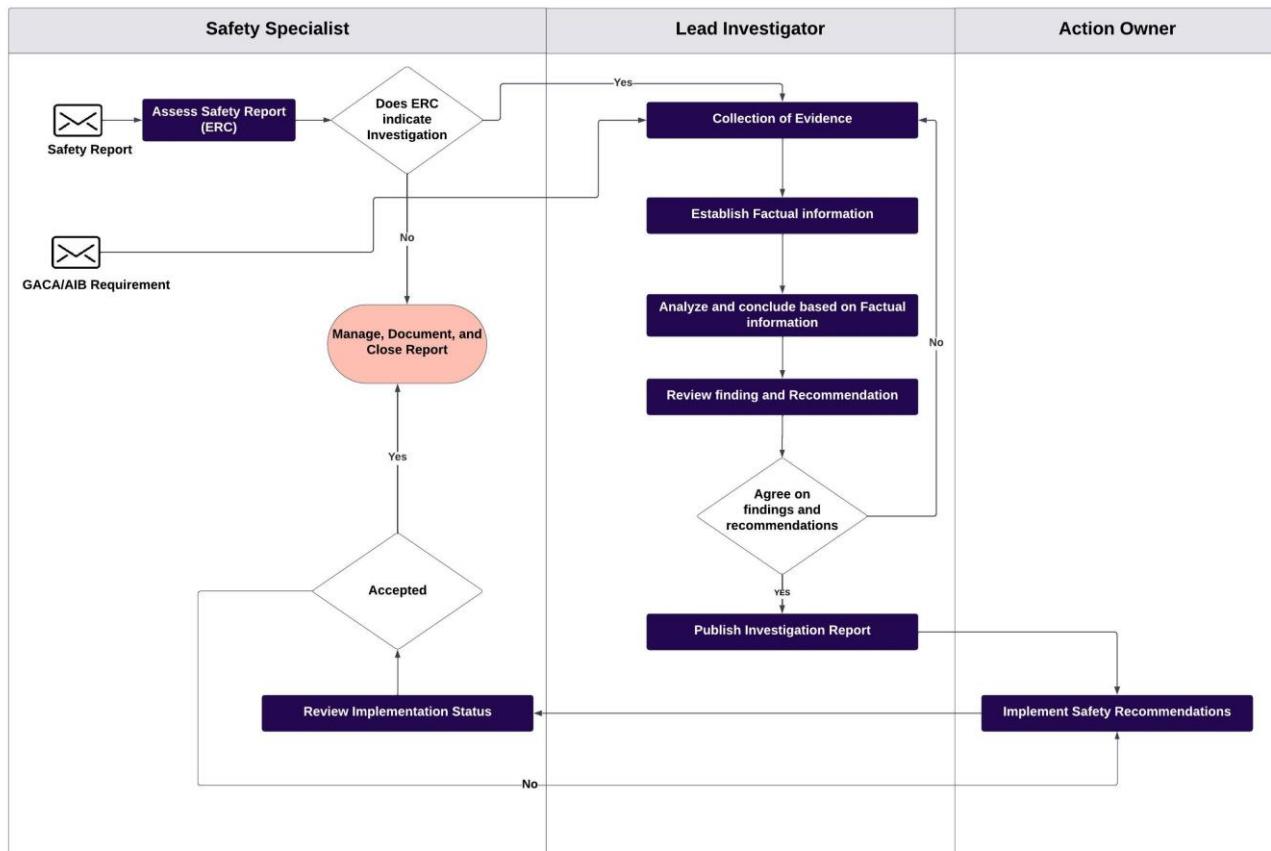


Figure 14 - Investigation Flow

5.1.2.1.1 Decision to Investigate

The purpose of this activity is to assess if the occurrence requires further investigation. The decision to investigate is based on the assessment of the potential risk to human life and damage to equipment, which is the responsibility of the assigned safety reporting specialist. The safety specialist may seek guidance from Event Risk Classification (ERC) process with the approval of VPCSSE to categorize the reported event. ERC defined in the section below shall be used to conclude whether safety investigation is required or not.

The list below constitutes when the safety investigation process may be initiated:

1. Investigation to be initiated based on received safety reports via Riyadh Air's reporting systems.
2. Investigations to be initiated as required by GACA and/or AIB.
3. Investigation to be initiated as directed by Accountable Executive

Note:

For point 2 and 3 ERC is not required.



5.1.2.1.2 Event Risk Classification

When the potential risk to life or damage to equipment is not apparent, the safety specialist shall use the Event Risk Classification (ERC) as a guiding principle to confirm whether an occurrence requires investigation. The event risk classification should take place preferably within 12 hours of the occurrence.

The ERC methodology is based on "event-based risk", which is an assessment of the risk associated with that one event and not the risk associated with all similar events. It should be kept in mind that the ERC may get revised during the investigation. ERC is a 4x4 matrix where red events require investigation by GACA/AIB, yellow ones to be investigated with VPCSSE approval, and green events indicate that no investigation is required. See figure below for ERC risk matrix. ERC application is a 4x4 matrix, where risk estimation corresponds to the area of intersection of the two Questions. The SRC value is based on two questions:

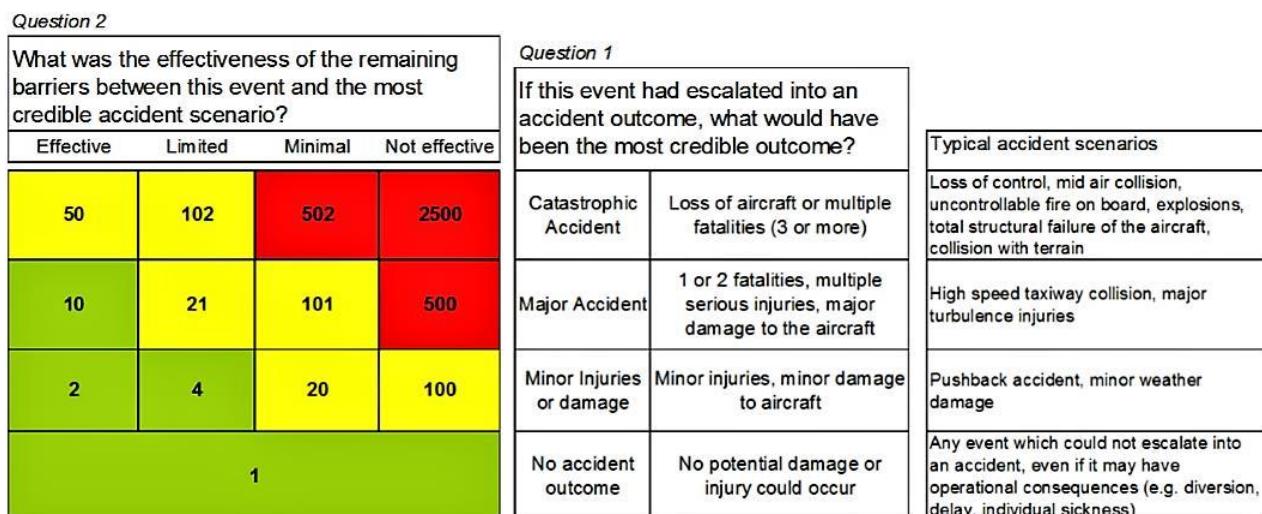


Figure 15 - ERC Guide

Question 1: "if this event had escalated into an accident, what would have been the most credible accident outcome?"

1. Think, judge & assess the event in a holistic manner, considering all known factors, the context, and the environment. In your mind, try to escalate the event into an accident outcome.
2. If it was virtually impossible that the event could have escalated into an accident outcome, then you are at the bottom row.
3. If you can imagine credible accident scenarios (even if improbable ones!), then consider the most credible scenario and judge its typical consequence and pick the corresponding row in the matrix. The listed "typical accident scenarios" on the right of the matrix can be of help.
4. The question is looking to identify the accident outcome that is of most concern when this type of incident occurs. This question is not asking for the most probable outcome, as that is usually "nothing" and therefore ignores any risk that the event carries, but neither is it necessarily looking for the worst possible outcome as the worst-case scenario would often not be the most obvious accident to expect.

Question 2: "what was the effectiveness of the remaining barriers between this event and the most credible accident outcome?"



1. To access the remaining "safety margin", consider robustness of the remaining barriers between this event and the accident scenario in question 1.
2. Barriers that already failed are ignored. Don't refer to "what stopped the accident sequence" refer to the correct concept of "what was left". The second question only considers remaining barriers – to estimate the probability of further escalation into the most credible accident outcome (of question 1).
3. Select "not effective" column, if the only thing separating the event from an accident was pure luck or exceptional skill, which is not trained nor required.
4. Select "minimal" column, if some barrier(s) were still in place but their total effectiveness was "minimal" – e.g. This could be a GPWS warning just before an imminent CFIT.
5. Select "limited" column if the effectiveness of the barrier(s) was "limited". Typically, this is an abnormal situation, more demanding to manage, but with still a considerable remaining safety margin – e.g. A moderate error in load sheet or loading vs. Slight rotation problems at take-off.
6. Select the "effective" column, if the safety margin was "effective", typically consisting of several good barriers – e.g., Passenger smoking in the lavatory versus in-flight fire accident.
7. The available information about the event at this stage may be limited and the ERC is performed based on this limited information.

NOTE:

Above procedure is referred from ARMS methodology for Operational Risk Assessment in Aviation which was developed by ICAO ARMS working Group 2007-2010.

5.1.2.1.3 Lead Investigator Responsibilities

This section describes the process to be followed by the Lead Investigator and their associated procedures. For each process below there will be a description of the activity and basic requirements for its completion.

5.1.2.1.3.1 Evidence Collection

Safety investigations are evidence based. VPCSSE approval is required for carrying out investigations of accidents, incident, and/or safety, security, environment violation . As such, evidence related to the incident shall be made available to the lead investigator gathered by the supervisory staff of the related department. The lead investigator must list and communicate the needed evidence clearly. Although, the evidence needed will differ depending on incident, the items below provide general guidance:

1. Witness statements & interviews.
2. Site inspection and photography.
3. Gathering, recording and preservation of physical evidence.
4. Licenses, medical certifications & training records.
5. Flight documents (flight plan, load-sheets, meteorological reports, etc...).
6. Technical documents (ELB entries, workorders, Airworthiness Directives (AD), etc..).
7. Manuals & Bulletins.
8. FDR & CFR recordings.



9. CCTV recordings.
10. Identification of missing information
11. Previous/ similar incidents.

It is important to note that certain evidence fall under the "perishable" category which are at risk of being overridden, damaged, or lost if not collected in a timely manner. This includes (but not limited to) FDR/CVR/CCTV which run the risk of being overridden, and the statements of the witnesses involved. As such, witness interviews should be conducted as soon as reasonably possible to ensure the accuracy of the statements given. The witness's line manager shall make them available and relieve them of normal day-to-day duties as appropriate to attend the interview. Witnesses must be briefed on the overall investigation procedure and allowed the opportunity to ask the interviewees/lead investigator questions regarding the process. In the interest of protecting the interviewee, ensuring a non-punitive investigation, and maintaining the objectivity of the SMS activity, the lead investigator (and/or the VPCSSE) have the right to invite or exclude observers from the interview including related postholders.

Post-evidence collection, the lead investigator must assess the evidence to ensure that it is complete and there are no missing sources. In the event that information is missing or incomplete, the lead investigator shall request evidence from the head of said department, related postholder, and or the VPCSSE.

All evidence must be properly stored/document to ensure easy retrieval and access, only by the VPCSSE or by Safety and investigation team.

5.1.2.1.3.2 Establish Factual Information

As per ICAO Doc 9756, a fact is information which has been observed and verified. As such, the purpose of this activity is the direct verification of the collected evidence. The factual information part of the subsequent investigation report should contain a description of all the events and circumstances directly related to the incident under investigation. The factual information should include a timeline or sequence of events (when practical) to give a description of the flight and the pertinent events as they occurred in a chronological order. The list below provides items which must be considered in establishing the timeline:

1. The sequence should begin as far back in time as is necessary to include the significant events which preceded the accident.
2. The timeline/sequence of events should be correlated to local time or UTC if the flight involved more than one time zone.
3. The timeline/sequence of events should be displayed in manner that properly addresses the complexity of the event yet easy to comprehend.
4. Diagrams should have a professional appearance and depict accurate information.
5. All included events must be directly verified by the lead investigator and the investigation team.
6. Evidence which facilitated the reconstruction of the sequence of events/timeline, such as witness statements, CVR/DFDR, transcripts, physical evidence and CCTV recordings should be stated.



5.1.2.1.3.3 Analyze and conclude based on Factual Information

The analysis portion of the investigation should establish the significance of the relevant facts and circumstances which were presented in the factual information in order to determine which events contributed to the accident. The purpose of the analysis is to provide a logical link between the factual information and the conclusions that provide the answer to why the accident occurred (root cause identification). However, it is important to note that maintaining investigator objectivity, is of the highest importance. The list below describes typical investigation analysis traps which must be considered in the analysis process:

1. Outcome & Hindsight Bias: Severely judging the actions/inactions which may have contributed to the incident, due to knowledge of the adverse outcome from a retrospective viewpoint.
2. Counterfactual Reasoning: discussing what people could or should have done to avoid the incident but not explaining what they did and why they did it.
3. Cherry-Picking: identifying an over-arching condition in hindsight ("they were in a hurry"), based on the outcome, and tracing back through the sequence of events to prove it right.

Maintaining the objectivity and integrity of the investigation analysis is paramount. The list below provides items which must be considered to reduce the effects of the previously mentioned investigation traps:

1. The investigation must utilize an investigation analysis method/model (when practical) to limit the influence of investigator bias during analysis. A brief description of the analysis method/model must be included in the final investigation report.
2. The investigation analysis method/model should address both human and system contributions to the incident. Furthermore, all preventive/recovery controls that were either successful in stopping the occurrence or those that failed as intended should be discussed.
3. The analysis must take into consideration the Local Rationality Principle (LRP). People's actions and assessments must make sense when viewed from their position inside the situation given their knowledge, objectives, and limited resources.
4. The analysis reasoning must be logical and may lead to the formulation of hypotheses, which are then discussed and tested against the evidence.
5. Any hypothesis which is not supported by evidence (an expression of opinion), should be clearly indicated. The validity of a hypothesis should be stated, and reference should be made to the supporting evidence.
6. Avoid words or phrases that have connotations of blame. Nevertheless, the analysis should not refrain from discussing a cause merely because blame or liability might be inferred from the statement of that cause.
7. Contradictory evidence must be dealt with openly and effectively.

5.1.2.1.3.4 Review Findings and Recommendations

The lead investigator must review the conclusions drawn from the analysis prior to publishing the final report. This includes the findings and/or the root causes and/or contributing factors established in the investigation. Findings are statements of all significant conditions, events, or circumstances in the accident sequence. The findings are significant steps in the accident sequence, but they are not always causal or indicative of deficiencies. On the other hand, causes are those events which alone, or in combination with others, resulted



in the incident. Both findings and causes must be supported by, and directly related to, the factual information and the analysis. No new factual information should be introduced in the findings. Additionally, the findings should be listed in a logical sequence, usually in a chronological order.

5.1.2.1.4 VP Corporate Safety, Security & Environment Review

At this point of the investigation, the factual information, analysis, and conclusions shall be consolidated in the final investigation report and sent to the VPCSSE for approval. In the event the VPCSSE opposes certain investigation findings, the lead investigator shall return and review/collect evidence and make the necessary adjustments and resend for VPCSSE approval.

5.1.2.1.5 Draft Report Review

After the investigation findings have been reviewed the draft report shall be shared with all concerned division/departments, inviting their significant and substantiated comments. All comments shall be provided in written format within (5) business days. Divisions/Departments and individuals shall not circulate, release, or give access to a draft report without the express consent of VPCSSE. If comments are received within (5) business days, the lead investigator shall return and review/collect evidence which may support or oppose comments, and either amend the draft report to include the substance of the comments received or, append the comments (on which no agreement could be reached) to the final report and seek VPCSSE approval.

5.1.2.1.6 Publish Final Investigation Report

The purpose of this activity is the finalization and publication of the final investigation report. The fulfilment of this activity is based on the following requirements:

1. Investigation Report Signatures.
2. Distribution of Final Investigation Report to Stakeholders.
3. Publication of Final Investigation Report via IQSMS.

5.1.2.1.7 Authorization of Investigation Report

After the completion of the draft report review, the final investigation report shall be signed by the Lead Investigator and assigned investigation team. The report will then be approved by the VPCSSE within (5) business days.

5.1.2.1.8 Distribution of Final Investigation Report to Stakeholders

VPCSSE approval is required for distributing the final investigation report by the Lead Investigator and/or via e-mail (at a minimum) to the AE, post holders, and the heads of the relevant divisions/departments.

In the instance that the investigation was required by GACA and/or AIB, the VPCSSE will share the final investigation report with AIB and/or GACA via a communication channel acceptable to the respective authority.



5.1.2.1.9 Discontinuation of Safety Investigation

At the direction of VPCSSE, a safety investigation shall be discontinued when instructed by GACA, and/or AIB. All evidence and analysis shall be preserved and handed over to the competent authority conducting the investigation. Riyadh Air shall only take part as a witness and assist when invited by the authority.

An internal decision to discontinue the investigation will be triggered if the following aspects are found:

1. During analysis of the factual information, it becomes apparent to the lead investigator that the investigation will yield limited safety benefit, he may cease the investigation with VPCSSE approval.
2. Early indication of sabotage/criminal activity, the investigation would be discontinued as the causal factors would be beyond the scope of this section.

5.1.2.1.10 Follow-up of Safety Recommendations

This section describes the process relating to the Safety Specialist and Action Owner and their associated procedures. For each process below there will be a description of the activity and basic requirements for its completion. Investigation safety recommendations will also be tracked/monitored via IQSMS, and the SAG.

5.1.2.1.11 Closure of Safety Recommendations

The tracking of all recommendations shall be assigned to the Safety Specialist. The Safety Specialist shall monitor all recommendations for implementation with the Action Owners and brief the safety office on the closure of the investigation recommendations. Overall, the IQSMS investigation module provides the following features to assist both the Safety Specialist & Action Owner.

1. All Action Owners will receive an automated notification from the IQSMS investigation module detailing the assigned recommendations and expected completion date.
2. The Safety Specialist will receive an automated notification from the IQSMS investigation module of investigation completion. Furthermore, the Safety Specialist will receive automated notifications once an Action Owner has submitted evidence of recommendation implementation.

Once the recommendation has been satisfactorily closed, the Safety Specialist can close the original safety report via the IQSMS reporting module.

5.1.2.1.12 Investigation Team

Depending upon the nature of occurrence, the VPCSSE or his deputy shall approve the investigation team which may include:

1. Flight Safety Specialist
2. Cabin Safety Specialist
3. Technical Safety Specialist
4. Ground Safety Specialist



5. Part Time Safety Investigator

Any other member or SME can be chosen as the co-opted member from the operational departments to facilitate the investigation.

5.1.2.2 Investigation Report**5.1.2.2.1 Report Format**

The Investigation Report will be based on ICAO Annex 13 format.

Factual Information

1. History of Flight. A brief narrative giving the following:
 - a. Flight number, type of operation, last point of departure, time of departure (local time or UTC), point of intended landing.
 - b. Flight preparation, description of the flight and events leading to the accident, including reconstruction of a significant portion of the flight path, if appropriate.
 - c. Location (latitude, longitude, elevation), time of the accident (local time or UTC), whether day or night.
2. Injuries to Persons. Completion of the following (in numbers):
 - a. Injuries to Crew, Passengers, and Others
 - b. Fatal
 - c. Serious/Minor/None

Note:

Fatal injuries include all deaths determined to be a direct result of injuries sustained in the accident. Serious injury is defined in Chapter 1 of ICAO Annex 13.

3. Damage to aircraft. Brief statement of the damage sustained by aircraft in the accident (destroyed, substantially damaged, slightly damaged, no damage).
4. Other damage. Brief description of damage sustained by objects other than the aircraft.
5. Personnel information.
 - a. Pertinent information concerning each of the flight crew members including age, validity of licenses, ratings, mandatory checks, flying experience (Total and on Type) and relevant information on duty time.
 - b. Brief statement of qualifications and experience of other crew members.
 - c. Pertinent information regarding other personnel, such as air traffic services, maintenance, etc., when relevant.
6. Aircraft information.
 - a. Brief statement on airworthiness and maintenance of the aircraft (indication of deficiencies known prior to and during the flight to be included, if having any bearing on the accident).



- b. Brief statement on performance, if relevant, and whether the mass and center of gravity were within the prescribed limits during the phase of operation related to the accident. (If not, and if of any bearing on the accident give details).
 - c. Type of fuel used.
7. Meteorological information:
- a. Brief statement on the meteorological conditions appropriate to the circumstances including both forecast and actual conditions, and the availability of meteorological information to the crew.
 - b. Natural light conditions at the time of the accident (sunlight, moonlight, twilight, etc.).
8. Aids to Navigation. Pertinent information on navigation aids available, including landing aids such as ILS, MLS, NDB, PAR, VOR, visual ground aids, etc., and their effectiveness at the time.
9. Communications. Pertinent information on aeronautical mobile and fixed service communications and their effectiveness.
10. Aerodrome information. Pertinent information associated with the aerodrome, its facilities and condition, or with the takeoff or landing area if other than an aerodrome.
11. Flight Recorders. Location of the flight recorder installations in the aircraft, their condition on recovery and pertinent data available.
12. Wreckage and Impact information. General information on the site of the accident and the distribution pattern of the wreckage; detected material failures or component malfunctions. Details concerning the location and state of the different pieces of the wreckage are not normally required unless it is necessary to indicate a break-up of the aircraft prior to impact.
13. Diagrams, charts, and photographs may be included in this section or attached in the appendices.
14. Medical and pathological information. Brief description of the results of the investigation undertaken and pertinent data available. Medical information related to flight crew licenses shall be included in 5. Personnel Information.
15. Fire. If fire occurred, information on the nature of the occurrence, and of the fire-fighting equipment used and its effectiveness.
16. Survival aspects. Brief description of search, evaluation and rescue, location of crew and passengers in relation to injuries sustained, failure of structures such as seats and seat-belt attachments.
17. Tests and research. Brief statements regarding the results of tests and research.
18. Organizational and management information. Pertinent information concerning the organizations and their management involved in influencing the operation of the aircraft. The organizations include, for example, the operator; the air traffic services, airway, aerodrome, and weather service agencies; and the regulatory authority. The information could include, but not be limited to, organizational structure and functions, resources, economic status, management policies and practices, and regulatory framework.
19. Additional information. Relevant information not already included in 1 to 18 above.

Analysis and Conclusion

1. The CSSE division shall analyze, as appropriate, only the information documented in factual information of the investigation, which is relevant to the determination of conclusions and causes.



2. Based on findings and analysis, the CSSE division shall ensure the conclusion includes both the immediate and the deeper systematic causes.

Recommendations

1. The CSSE division shall ensure to state briefly the safety recommendations made for the purpose of accident/incident/event prevention and any resultant corrective action.
2. Useful investigation techniques. When useful investigation techniques have been used during the investigation, briefly indicate the reason for using these techniques.
3. Appendices. Include, as appropriate, any other pertinent information considered necessary for the understanding of the report.

Results of Investigation

1. The CSSE division shall ensure that:
 - a. The results of the investigation are used to ascertain measures that would best tend to prevent similar accidents or incidents in the future.
 - b. The incident or accident investigation results are fact-finding proceedings with no formal issues and no adverse parties.
2. The incident or accident investigation results are not used for the purpose of determining the rights or liabilities of any person.

5.1.3 State Investigation

In an AIB investigation, participants shall be limited to representatives of Riyadh Air, government agencies, and organization whose employees, functions, activities, or products were involved in the occurrence and who can provide suitable qualified technical assistance in the investigation; No person or lawyer who represents any media, claimants, insurers, nor consultants will be allowed to participate in or observe any portion of an investigation conducted by the AIB.

When an aircraft accident/serious incident occurs in a foreign State, the procedures involving investigation are set out in Annex 13 to the ICAO Convention, of which the main points are:

1. The State in which the accident/incident occurs always has the right to appoint a person to conduct the investigation and prepare the subsequent report. If the accident/incident occurs in international waters then this right reverts to the State of Registry of the aircraft;
2. The person appointed to conduct the investigation is known as the Investigator-in-charge (IIC);
3. The State of Registry has the right to send an accredited representative to participate in the investigation. This person, usually from the KSA AIB, is authorized to be accompanied by advisers who may represent the aircraft operator, the manufacturer or other parties deemed necessary to be involved;
4. The State of Registry is obliged to provide the State of Occurrence with information on the aircraft, its crew, and its flight details;
5. The accredited representative (GACA/AIB) and any advisers should be entitled to:
 - a. Visit the scene of the accident;
 - b. Examine the wreckage;



- c. Question witnesses;
- d. Gain access to all relevant evidence;
- e. Receive copies of all pertinent documents;
- f. Make submissions to the investigation;
- g. Receive a copy of the final report.

There is no entitlement for the State of Registry to take part in the analysis of the accident/incident or the development of its cause(s). This is the responsibility of the State conducting the investigation.

If an aircraft accident/incident occurs in the Kingdom of Saudi Arabia, the GACA/AIB, as the state of occurrence will appoint an Investigator-in-Charge.

VPCSSE or his nominated deputy will liaise with the GACA/AIB and agree the amount of advice and assistance that Riyadh Air will provide, either to the GACA/AIB Investigator in-charge, or in the case of foreign accidents, the GACA/AIB accredited representative. Riyadh Air may provide technical expertise to the GACA/AIB as required.

5.1.4 Electronically Derived Flight Data

During State investigation, AIB is the sole entity authorized to retrieve flight recorders for the purpose of safety investigations. No Riyadh Air staff shall retrieve flight recorders from an aircraft involved in an aviation occurrence being investigated by the AIB.

When a company aircraft is involved in an accident or a serious incident in another country, AIB will, upon request from the local authority conducting the investigation, provide the flight recorder records and, if necessary, the associated flight recorders.

The recovery and handling of the recorder and its recordings shall be assigned only to qualified AIB personnel. At times the AIB may call upon Riyadh Air to provide qualified staff for the retrieval of the DFDR and CVR.

5.1.4.1 Flight Recorders Data

Riyadh Air aircraft are equipped with Flight Data Recorder (FDR). The FDR are capable of retaining data recorded during at least the last 25 flying hours of its operation except that one hour of the oldest recorded material may be erased during routine testing and maintenance.

To cover the need for retrieval and conversion of stored data, a document must be kept by technical giving instructions on how this is done.

Following an accident or an incident which is subject to mandatory reporting, or when the Authority so directs, the original recorded data relating to that accident or incident will be preserved for a period of 60 days, unless otherwise directed by the investigating Authority.

The FDR shall be kept in secure and guarded storage by Technical Department.

Recordings from the FDR may not be used for any purpose other than the investigation of accidents or incidents subject to mandatory reporting, except when said recordings:

1. Are used by the Company exclusively for air navigation or maintenance purposes; or
2. Identification details are duly erased; or



3. They are revealed in accordance with safe procedures.

5.1.4.2 Use of Flight Recorder Recordings Following a (Serious) Incident or Accident Subject for Mandatory Reporting

1. CVR recordings may not be used for purposes other than for the investigation of (serious) incident or accident subject to mandatory reporting except when all the crew members concerned give their consent.
2. Flight data recorder recordings may not be used for purposes other than for the investigation of an (serious) incident or accident subject to mandatory reporting except when such recordings are used for airworthiness or maintenance purposes, de-identified, or disclosed under secure procedures.

5.1.4.3 Cockpit Voice Recorder Data

Riyadh Air aircraft are equipped with Cockpit Voice Recorder (CVR). The CVR is capable to preserve the information recorded during at least the last 25 hours of its operations.

Following an accident or serious incident, the crew shall pull the CVR, if so requested by the Authority and/or by Riyadh Air Procedures. If approved by VPCSSE, the CVR shall be removed by the technical department and shall be kept in secure and guarded storage.

Recordings from the CVR may not be used for any purpose other than the investigation of an accident or a serious incident/incident that is subject to obligatory notification, except with the VPCSSE approval and with the consent of all crew members concerned.

Riyadh Air shall not permit recorded data on a Cockpit Voice Recorder (CVR) to be manually erased during or after flight in the event of a (serious) incident or accident subject to mandatory reporting.

If the CVR has been disabled or switched off an ASR must be completed.

An entry in the technical logbook - clearly marked as 'INCIDENT' - is required to ensure that the C/B of the CVR is (and remains) pulled and clipped as soon as possible by maintenance and that the CVR is removed from the airplane after arrival.

If a flight has terminated in a (serious) incident or accident and the electrical power has been removed from the airplane it must be ensured that the C/B of the CVR is pulled and clipped by maintenance before electrical power is re-applied to the airplane in order to prevent inadvertent erasure of the CVR.

Riyadh Air shall preserve the original recorded data pertaining to that (serious) incident or accident subject to mandatory reporting, as retained by a flight recorder, to the extent possible, for a period of 60 days unless otherwise directed by the investigating Authority.

5.1.5 Monitoring And Controlling Corrective Actions

VPCSSE is to oversee the completion of the corrective actions and recommendations.

Divisional/departmental head is responsible for implementation of corrective actions and recommendations.

Riyadh Air centralizes the recommendations in CSSE division shared folder. Whenever an investigation is conducted, key information shall be recorded in a database by the safety staff. This includes a short description of the event to include date, location, aircraft registry, and flight number as appropriate. All recommendations shall be consolidated with its corresponding corrective actions done by the concerned division/department.



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Should the division/department does not concur with the recommendation, A formal communication shall be forwarded to the VPCSSE outlining the reason of the non-concurrence.

Implementation of corrective action based on the recommendations shall be done by the concerned division/departments the soonest possible within stipulated time. The Safety specialist shall enter the investigation report, along with the findings, causes related to findings, and the recommendations, in IQSMS.

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6 APPENDICES

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6 APPENDICES

APPENDIX 1 – AIB ACCIDENT/INCIDENT FORM

APPENDIX 2 – MANAGEMENT OF CHANGE FORM

APPENDIX 3 – AVIATION OCCURRENCE ANONYMOUS NOTIFICATION FORM

APPENDIX 4 – AIR SAFETY REPORT

APPENDIX 5 – CABIN SAFETY REPORT

APPENDIX 6 – BIRD/OTHER WILDLIFE STRIKE NOTIFICATION

APPENDIX 7 – RISK ASSESSMENT FORM

APPENDIX 8 – GACA ACCIDENT INCIDENT NOTIFICATION FORM

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6 APPENDICES

6.1 APPENDIX 1 – AIB ACCIDENT/INCIDENT FORM

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6.1 APPENDIX 1 – AIB ACCIDENT/INCIDENT FORM

KINGDOM OF SAUDI ARABIA AVIATION INVESTIGATION BUREAU

Accident/Incident Reporting Form



This Form must be sent to the email address: report@aib.gov.sa or Faxed to +966-2-685-4250.

Reporter Information: (DO NOT delay the notification if the information is not complete)

Reporter Name	Title	Organization	Office Tel.	Mobile	Email

Accident/Incident Details

Date	Time (<input type="radio"/> Local <input type="radio"/> UTC)	<input type="radio"/> Day/ <input type="radio"/> Night	Location (Latitude and Longitude if available)		

Aircraft 1- Information

Manufacturer	Model	Registration	Nationality	Serial Number	Route: From	To	Name of Operator

Aircraft 1- Crew

Pilot-in-Command	PIC License No.	First Officer	F/O License No.	Flight Engineer	F/E License. No

Aircraft 1- Flight Phase

<input type="radio"/> Parked	<input type="radio"/> Push-Back	<input type="radio"/> Taxi-out	<input type="radio"/> Takeoff	<input type="radio"/> Climb	<input type="radio"/> Cruise	<input type="radio"/> Descent	<input type="radio"/> Holding
<input type="radio"/> Approach	<input type="radio"/> Landing	<input type="radio"/> Taxi-in	<input type="radio"/> Parked in	<input type="radio"/> Others			

Aircraft 2- Information

Manufacturer	Model	Registration	Nationality	Serial Number	Route: From	To	Name of Operator

Aircraft 2- Crew

Pilot-in-Command	PIC License No.	First Officer	F/O License No.	Flight Engineer	F/E License. No

Aircraft 2- Flight Phase

<input type="radio"/> Parked	<input type="radio"/> Push-Back	<input type="radio"/> Taxi-out	<input type="radio"/> Takeoff	<input type="radio"/> Climb	<input type="radio"/> Cruise	<input type="radio"/> Descent	<input type="radio"/> Holding
<input type="radio"/> Approach	<input type="radio"/> Landing	<input type="radio"/> Taxi-in	<input type="radio"/> Parked in	<input type="radio"/> Others			

Vehicle/Equipment Involved

Registration	Type	Company/Owner	Driver Name	ID No	Contact

Injuries:

Injuries	Crew	Passengers	Total	Others	Total
Fatal					
Serious					
Minor					
None					

Damage to Aircraft

<input type="radio"/> Destroyed	<input type="radio"/> Substantial	<input type="radio"/> Minor	<input type="radio"/> None	<input type="radio"/> Unknown
Details: _____				

Figure 16 - AIB Accident/Incident Reporting Form - Pg 1



CORPORATE SAFETY MANAGEMENT MANUAL

6 APPENDICES

6.1 APPENDIX 1 – AIB ACCIDENT/INCIDENT FORM

Issue: 00

Revision: 00

Date: 17-DEC-2023

KINGDOM OF SAUDI ARABIA AVIATION INVESTIGATION BUREAU



This Form must be sent to the email address: report@aib.gov.sa or Faxed to +966-2-685-4250.

Weather at the site

Weather at the site

Prior to event: _____

At the time of event: _____

Actual: _____

Forecast: _____

Dangerous Cargo

Explosives Radio Active Others: _____

Description of the event

Figure 17 - AIB Accident/Incident Reporting Form - Pg 2



CORPORATE SAFETY MANAGEMENT MANUAL

6 APPENDICES

6.1 APPENDIX 1 – AIB ACCIDENT/INCIDENT FORM

Issue: 00

Revision: 00

Date: 17-DEC-2023

KINGDOM OF SAUDI ARABIA AVIATION INVESTIGATION BUREAU

Accident/Incident Reporting Form

The logo of the Association of Indian Banks (AIB) is located in the bottom right corner. It features a circular emblem with a stylized blue and white airplane in flight at the top. Below the plane, the letters "AIB" are written in large, bold, black capital letters. At the bottom of the circle, there is a green stylized plant or leaf design. The entire logo is set against a white background.

This Form must be sent to the email address: report@aib.gov.sa or Faxed to +966-2-685-4250.

Description of the event (....continued from page 2)

Figure 18 - AIB Accident/Incident Reporting Form - Pg 3



CORPORATE SAFETY MANAGEMENT MANUAL

6 APPENDICES

6.1 APPENDIX 1 – AIB ACCIDENT/INCIDENT FORM

Issue: 00

Revision: 00

Date: 17-DEC-2023

KINGDOM OF SAUDI ARABIA AVIATION INVESTIGATION BUREAU



This Form must be sent to the email address: report@aib.gov.sa or Faxed to +966-2-685-4250.

Description of the event (....continued from page 3)

Figure 19 - AIB Accident/Incident Reporting Form - Pg 4



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CORPORATE SAFETY MANAGEMENT MANUAL

6 APPENDICES

6.2 APPENDIX 2 – MANAGEMENT OF CHANGE FORM

Issue: 00

Revision: 00

Date: 17-DEC-2023

6.2 APPENDIX 2 – MANAGEMENT OF CHANGE FORM

Management of Change Form Link.

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CORPORATE SAFETY MANAGEMENT MANUAL

6 APPENDICES	Issue: 00
6.3 APPENDIX 3 – AVIATION OCCURRENCE ANONYMOUS NOTIFICATION FORM	Revision: 00
	Date: 17-DEC-2023

6.3 APPENDIX 3 – AVIATION OCCURRENCE ANONYMOUS NOTIFICATION FORM

AVIATION OCCURRENCE ANONYMOUS NOTIFICATION التبلیغ السری عن وقایع الطیران	
PART A – AIRCRAFT INFORMATION الجزء (أ) – معلومات عن الطائرة	
1) نوع الطائرة والشركة المصنعة لها: _____ 2) علامة التسجيل: _____ 3) اسم مالك الطائرة: _____ 4) اسم مشغل الطائرة: _____ 5) اسم قائد الطائرة: _____ 6) رقم رخصة الطيار: _____	
1) A/C Make & Model: _____ 2) Registration Mark: _____ 3) Reg. Owner (Name): _____ 4) A/C Operator (Name): _____ 5) Pilot-In-Command (Name): _____ 6) Certificate #: _____	
PART B – GENERAL INFORMATION الجزء (ب) – معلومات عامة	
1) تاريخ الواقعة: _____ 2) التوقيت (المحلية / العالمي): _____ 3) آخر نقطة مغادرة: _____ 4) نقطة الوصول المجدولة: _____ 5) موقع الطائرة بالنسبة لاي معلم جغرافي سهل التعرف عليه وقت حدوث الواقعة: _____ 6) إجمالي عدد الأشخاص على الطائرة: _____ 7) عدد حالات الوفاة: _____ 8) عدد الإصابات الخطيرة: _____	
1) Date of Occurrence: _____ 2) Time (Local/UTC): _____ 3) Last Point of Departure: _____ 4) Point of Intended Landing: _____ 5) Position of A/C with reference to easily defined geographical point at the time of occurrence: _____ 6) Total Number of people on Board: _____ 7) Fatalities: _____ 8) Serious Injuries: _____ 9) Minor Injuries: _____	
PART C – OCCURRENCE INFORMATION الجزء (ج) – معلومات عن الواقعة	
1. نوع الحدث: Accident <input type="checkbox"/> حادث Incident <input type="checkbox"/> واقعة 2. وصف الواقعة / الحادث: _____ 3. حالة الطقس في مكان الواقعة / الحادث: _____	
4. نوع الضرر الذي لحق بالطائرة: _____ None <input type="checkbox"/> لم يتضرر Minor <input type="checkbox"/> أضرار بسيطة Substantial <input type="checkbox"/> تضرر بشدة Destroyed <input type="checkbox"/> مدمر تماماً 5. هل توجد أضرار باشياء ارضية؟ Yes <input type="checkbox"/> لا Yes <input type="checkbox"/> نعم (إذا كانت الإجابة نعم - وضح) _____	
REMARKS ملاحظات <hr/> <hr/> <hr/>	

Figure 20 – Aviation Occurrence Anonymous Notification Form



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CORPORATE SAFETY MANAGEMENT MANUAL

6 APPENDICES

6.4 APPENDIX 4 – AIR SAFETY REPORT

Issue: 00

Revision: 00

Date: 17-DEC-2023

6.4 APPENDIX 4 – AIR SAFETY REPORT

Air Safety Report Link.

6.5 APPENDIX 5 – CABIN SAFETY REPORT

Cabin Safety Report Link.

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RIYADH AIR
طيران الرياض

CORPORATE SAFETY MANAGEMENT MANUAL

6 APPENDICES

6.6 APPENDIX 6 – BIRD/OTHER WILDLIFE STRIKE NOTIFICATION

Issue: 00

Revision: 00

Date: 17-DEC-2023

6.6 APPENDIX 6 – BIRD/OTHER WILDLIFE STRIKE NOTIFICATION

 BIRD / OTHER WILDLIFE STRIKE NOTIFICATION																																																																						
<p>Operator:</p> <p>Aircraft Make/Model :</p> <p>Engine Make/Model :</p> <p>Aircraft Registration:</p> <p>Date: day Month Year</p> <p>Local Time:</p> <p>Dawn <input type="checkbox"/> A day <input type="checkbox"/> B dusk <input type="checkbox"/> C night <input type="checkbox"/> D</p> <p>Aerodrome Name :</p> <p>Runway Used :</p> <p>Location If En Route :</p> <p>Height AGL : ft</p> <p>Speed of Flight : kts</p> <p>Phase of Flight :</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Parked <input type="checkbox"/> A</td> <td style="width: 50%;">En route <input type="checkbox"/> E</td> </tr> <tr> <td>Taxi <input type="checkbox"/> B</td> <td>Descent <input type="checkbox"/> F</td> </tr> <tr> <td colspan="2">Take-off run <input type="checkbox"/> C</td> </tr> <tr> <td colspan="2">Approach <input type="checkbox"/> G</td> </tr> <tr> <td>Climb <input type="checkbox"/> D</td> <td>Landing Roll <input type="checkbox"/> H</td> </tr> </table> <p>Part(s) of Aircraft</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Struck <input type="checkbox"/> A</td> <td style="width: 50%;">Damage <input type="checkbox"/> B</td> </tr> <tr> <td>Radome <input type="checkbox"/> C</td> <td><input type="checkbox"/> D</td> </tr> <tr> <td>Windshield <input type="checkbox"/> E</td> <td><input type="checkbox"/> F</td> </tr> <tr> <td>Nose (excluding above) <input type="checkbox"/> G</td> <td><input type="checkbox"/> H</td> </tr> <tr> <td>Engine No 1 <input type="checkbox"/> I</td> <td><input type="checkbox"/> J</td> </tr> <tr> <td>2 <input type="checkbox"/> K</td> <td><input type="checkbox"/> L</td> </tr> <tr> <td>3 <input type="checkbox"/> M</td> <td><input type="checkbox"/> N</td> </tr> <tr> <td>4 <input type="checkbox"/> O</td> <td><input type="checkbox"/> P</td> </tr> <tr> <td>Propeller <input type="checkbox"/> Q</td> <td><input type="checkbox"/> R</td> </tr> <tr> <td>Wing/ Rotor <input type="checkbox"/> S</td> <td><input type="checkbox"/> T</td> </tr> <tr> <td>Fuselage <input type="checkbox"/> U</td> <td><input type="checkbox"/> V</td> </tr> <tr> <td>Landing Gear <input type="checkbox"/> X</td> <td><input type="checkbox"/> Y</td> </tr> <tr> <td>Tail <input type="checkbox"/> Z</td> <td><input type="checkbox"/> AA</td> </tr> <tr> <td>Lights <input type="checkbox"/> BB</td> <td><input type="checkbox"/> CC</td> </tr> <tr> <td>Other (specify) <input type="checkbox"/> DD</td> <td><input type="checkbox"/> EE</td> </tr> </table>		Parked <input type="checkbox"/> A	En route <input type="checkbox"/> E	Taxi <input type="checkbox"/> B	Descent <input type="checkbox"/> F	Take-off run <input type="checkbox"/> C		Approach <input type="checkbox"/> G		Climb <input type="checkbox"/> D	Landing Roll <input type="checkbox"/> H	Struck <input type="checkbox"/> A	Damage <input type="checkbox"/> B	Radome <input type="checkbox"/> C	<input type="checkbox"/> D	Windshield <input type="checkbox"/> E	<input type="checkbox"/> F	Nose (excluding above) <input type="checkbox"/> G	<input type="checkbox"/> H	Engine No 1 <input type="checkbox"/> I	<input type="checkbox"/> J	2 <input type="checkbox"/> K	<input type="checkbox"/> L	3 <input type="checkbox"/> M	<input type="checkbox"/> N	4 <input type="checkbox"/> O	<input type="checkbox"/> P	Propeller <input type="checkbox"/> Q	<input type="checkbox"/> R	Wing/ Rotor <input type="checkbox"/> S	<input type="checkbox"/> T	Fuselage <input type="checkbox"/> U	<input type="checkbox"/> V	Landing Gear <input type="checkbox"/> X	<input type="checkbox"/> Y	Tail <input type="checkbox"/> Z	<input type="checkbox"/> AA	Lights <input type="checkbox"/> BB	<input type="checkbox"/> CC	Other (specify) <input type="checkbox"/> DD	<input type="checkbox"/> EE	<p>Effect of flight</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">None <input type="checkbox"/> A</td> <td style="width: 50%;">Aborted take-off <input type="checkbox"/> B</td> </tr> <tr> <td>Precautionary landing <input type="checkbox"/> C</td> <td>Engines shutdown <input type="checkbox"/> D</td> </tr> <tr> <td colspan="2">Other (specify) <input type="checkbox"/> E</td> </tr> </table> <p>Sky Condition</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">No cloud <input type="checkbox"/> F</td> <td style="width: 50%;">Some cloud <input type="checkbox"/> G</td> </tr> <tr> <td>Overcast <input type="checkbox"/> H</td> <td><input type="checkbox"/> I</td> </tr> </table> <p>Precipitation</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Fog <input type="checkbox"/> J</td> <td style="width: 50%;">Rain <input type="checkbox"/> K</td> </tr> <tr> <td>Snow <input type="checkbox"/> L</td> <td><input type="checkbox"/> M</td> </tr> </table> <p>Bird Species</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Struck <input type="checkbox"/> N</td> <td style="width: 50%;">Seen <input type="checkbox"/> O</td> </tr> <tr> <td>I <input type="checkbox"/> P</td> <td><input type="checkbox"/> Q</td> </tr> <tr> <td>2-10 <input type="checkbox"/> R</td> <td><input type="checkbox"/> S</td> </tr> <tr> <td>11-100 <input type="checkbox"/> T</td> <td><input type="checkbox"/> U</td> </tr> <tr> <td>more <input type="checkbox"/> V</td> <td><input type="checkbox"/> W</td> </tr> </table> <p>Number of Birds</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Small <input type="checkbox"/> X</td> <td style="width: 50%;">Medium <input type="checkbox"/> Y</td> </tr> <tr> <td>Medium <input type="checkbox"/> Z</td> <td>Large <input type="checkbox"/> AA</td> </tr> </table> <p>Size of Bird</p> <p>Yes <input type="checkbox"/> B No <input type="checkbox"/> C</p> <p>Remark (describe damage, injuries and Other pertinent information).</p> <p>.....</p>	None <input type="checkbox"/> A	Aborted take-off <input type="checkbox"/> B	Precautionary landing <input type="checkbox"/> C	Engines shutdown <input type="checkbox"/> D	Other (specify) <input type="checkbox"/> E		No cloud <input type="checkbox"/> F	Some cloud <input type="checkbox"/> G	Overcast <input type="checkbox"/> H	<input type="checkbox"/> I	Fog <input type="checkbox"/> J	Rain <input type="checkbox"/> K	Snow <input type="checkbox"/> L	<input type="checkbox"/> M	Struck <input type="checkbox"/> N	Seen <input type="checkbox"/> O	I <input type="checkbox"/> P	<input type="checkbox"/> Q	2-10 <input type="checkbox"/> R	<input type="checkbox"/> S	11-100 <input type="checkbox"/> T	<input type="checkbox"/> U	more <input type="checkbox"/> V	<input type="checkbox"/> W	Small <input type="checkbox"/> X	Medium <input type="checkbox"/> Y	Medium <input type="checkbox"/> Z	Large <input type="checkbox"/> AA
Parked <input type="checkbox"/> A	En route <input type="checkbox"/> E																																																																					
Taxi <input type="checkbox"/> B	Descent <input type="checkbox"/> F																																																																					
Take-off run <input type="checkbox"/> C																																																																						
Approach <input type="checkbox"/> G																																																																						
Climb <input type="checkbox"/> D	Landing Roll <input type="checkbox"/> H																																																																					
Struck <input type="checkbox"/> A	Damage <input type="checkbox"/> B																																																																					
Radome <input type="checkbox"/> C	<input type="checkbox"/> D																																																																					
Windshield <input type="checkbox"/> E	<input type="checkbox"/> F																																																																					
Nose (excluding above) <input type="checkbox"/> G	<input type="checkbox"/> H																																																																					
Engine No 1 <input type="checkbox"/> I	<input type="checkbox"/> J																																																																					
2 <input type="checkbox"/> K	<input type="checkbox"/> L																																																																					
3 <input type="checkbox"/> M	<input type="checkbox"/> N																																																																					
4 <input type="checkbox"/> O	<input type="checkbox"/> P																																																																					
Propeller <input type="checkbox"/> Q	<input type="checkbox"/> R																																																																					
Wing/ Rotor <input type="checkbox"/> S	<input type="checkbox"/> T																																																																					
Fuselage <input type="checkbox"/> U	<input type="checkbox"/> V																																																																					
Landing Gear <input type="checkbox"/> X	<input type="checkbox"/> Y																																																																					
Tail <input type="checkbox"/> Z	<input type="checkbox"/> AA																																																																					
Lights <input type="checkbox"/> BB	<input type="checkbox"/> CC																																																																					
Other (specify) <input type="checkbox"/> DD	<input type="checkbox"/> EE																																																																					
None <input type="checkbox"/> A	Aborted take-off <input type="checkbox"/> B																																																																					
Precautionary landing <input type="checkbox"/> C	Engines shutdown <input type="checkbox"/> D																																																																					
Other (specify) <input type="checkbox"/> E																																																																						
No cloud <input type="checkbox"/> F	Some cloud <input type="checkbox"/> G																																																																					
Overcast <input type="checkbox"/> H	<input type="checkbox"/> I																																																																					
Fog <input type="checkbox"/> J	Rain <input type="checkbox"/> K																																																																					
Snow <input type="checkbox"/> L	<input type="checkbox"/> M																																																																					
Struck <input type="checkbox"/> N	Seen <input type="checkbox"/> O																																																																					
I <input type="checkbox"/> P	<input type="checkbox"/> Q																																																																					
2-10 <input type="checkbox"/> R	<input type="checkbox"/> S																																																																					
11-100 <input type="checkbox"/> T	<input type="checkbox"/> U																																																																					
more <input type="checkbox"/> V	<input type="checkbox"/> W																																																																					
Small <input type="checkbox"/> X	Medium <input type="checkbox"/> Y																																																																					
Medium <input type="checkbox"/> Z	Large <input type="checkbox"/> AA																																																																					
Reported by		<p>Completed form to be sent to :</p> <p>GM - Safety & Risk, SS&AT Sector General Authority of Civil Aviation sd@gaca.gov.sa fax: (012) 685 5507 P.O. Box 887, Jeddah, 21421 Kingdom of Saudi Arabia</p>																																																																				
THIS INFORMATION IS REQUIRED FOR GACA SAFETY & RISK																																																																						

Figure 21 – Bird/Other Wildlife Strike Notification Form – Pg 1



CORPORATE SAFETY MANAGEMENT MANUAL

6 APPENDICES

6.6 APPENDIX 6 – BIRD/OTHER WILDLIFE STRIKE NOTIFICATION

Issue: 00

Revision: 00

Date: 17-DEC-2023

A. BASIC DATA

Operator.....
Aircraft Make/Model.....
Engine Make/Model.....
Aircraft Registration.....
Date of Strike: Day Month Year.....
Aerodrome/Location if known

B. COST INFORMATION

Aircraft time out of service

Estimated cost of repairs or replacement U.S.\$ (in thousands)

Estimated other costs
(E.g. loss of revenue, fuel, hotels) U.S.\$ (in thousands)

C. SPECIAL INFORMATION ON ENGINE DAMAGE STRIKES

Engine Position No.	1	2	3	4
Reason for failure/shutdown				
Uncontained failure	<input type="checkbox"/> A	<input type="checkbox"/> A	<input type="checkbox"/> A	<input type="checkbox"/> A
Fire	<input type="checkbox"/> B	<input type="checkbox"/> B	<input type="checkbox"/> B	<input type="checkbox"/> B
Shutdown-vibration	<input type="checkbox"/> C	<input type="checkbox"/> C	<input type="checkbox"/> C	<input type="checkbox"/> C
Shutdown-temperature	<input type="checkbox"/> D	<input type="checkbox"/> D	<input type="checkbox"/> D	<input type="checkbox"/> D
Shutdown-fire warning	<input type="checkbox"/> E	<input type="checkbox"/> E	<input type="checkbox"/> E	<input type="checkbox"/> E
Shutdown-other (specify)	<input type="checkbox"/> Y	<input type="checkbox"/> Y	<input type="checkbox"/> Y	<input type="checkbox"/> Y
Shutdown-unknown	<input type="checkbox"/> Z	<input type="checkbox"/> Z	<input type="checkbox"/> Z	<input type="checkbox"/> Z
Estimated % of thrust loss*	—	—	—	—
Estimated number of birds ingested	—	—	—	—
Bird species				

* These may be difficult to determine but even estimates are useful

Reported by 	Completed form to be sent to : GM - Safety & Risk, SS&AT Sector General Authority of Civil Aviation sd@gaca.gov.sa fax: (012) 685 5507 P.O. Box 887, Jeddah, 21421 Kingdom of Saudi Arabia
THIS INFORMATION IS REQUIRED FOR GACA SAFETY & RISK	

Figure 22 – Bird/Other Wildlife Strike Notification Form – Pg 2



RIYADH AIR
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CORPORATE SAFETY MANAGEMENT MANUAL

- 6 APPENDICES
6.7 APPENDIX 7 – RISK ASSESSMENT FORM

Issue: 00
Revision: 00
Date: 17-DEC-2023

6.7 APPENDIX 7 – RISK ASSESSMENT FORM

Risk Assessment Form Link.

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6.8 APPENDIX 8 – GACA ACCIDENT INCIDENT NOTIFICATION FORM



General Authority of Civil Aviation

Accident and Incident Notification Form

INSTRUCTIONS

Please fill in the First Notification / Update Occurrence Report form. This form must be completed for all aircraft with a maximum certificated take-off weight above 2,250kg involved in an accident or serious incident (see Annex 13 for definition). Fields with titles in **bold** are mandatory and fields with titles in *italics* are optional.

FIRST NOTIFICATION UPDATE

SECTION A	ADMINISTRATIVE INFORMATION			
	REPORTER'S NAME :		REPORTER'S ORGANIZATION :	
	TITLE :	TELEPHONE :	DATE (mm / dd / yyyy) :	
	E-MAIL :	REFERENCE NUMBER	SCOPE OF INVESTIGATION : Please Choose <i>If delegated</i> :	
	INITIAL NOTIFICATION (In Occurrence category at least one check box must be checked, for Others option please write the name of the occurrence to the text field.)			
	OCCURRENCE CLASS :	OCCURRENCE CATEGORY :		
	<input type="radio"/> Accident <input type="radio"/> Serious Incident <input type="radio"/> Incident	Please Choose		
	DATE OF OCCURRENCE (dd /mm/yyyy) UTC :	TIME (hh:mm) UTC :	STATE OF THE OCCURRENCE :	
	LOCATION :	LATITUDE : Deg / Min / Sec	N S	
		LONGITUDE : Deg / Min / Sec	N S	
SECTION B	INJURY LEVEL :			
	Fatal	CREW	PASSENGER	OTHERS
	Serious			
	Minor			
	None			
	Unknown			
Aircraft details (For departure and destination airport please use 4 letter ICAO codes)		Second Aircraft	<input type="radio"/> Add	<input checked="" type="radio"/> Remove
AIRCRAFT TYPE :	SERIAL NUMBER :	STATE OF REGISTRY :	REGISTRATION :	MASS GROUP : Please Choose
OPERATOR :	STATE OF OPERATOR :	TYPE OF OPERATION :		YEAR OF BUILD :
CALL SIGN :	DEPARTED FROM :	DESTINATION :	FLIGHT RULE : Please Choose	<input type="radio"/> OFL <input type="radio"/> ALT/HT(FT) IAS (KT) <input type="radio"/> YES <input type="radio"/> NO

Figure 23 – GACA Accident and Incident Notification Form – Pg 1



RIYADH AIR
طيران الرياض

CORPORATE SAFETY MANAGEMENT MANUAL

6 APPENDICES

6.8 APPENDIX 8 – GACA ACCIDENT INCIDENT NOTIFICATION FORM

Issue: 00

Revision: 00

Date: 17-DEC-2023

 GACA الـهـيـةـ الـعـامـةـ لـلـطـيـرـانـ الـمـدـنـيـ General Authority of Civil Aviation											
SECTION C	FLIGHT PHASE : <input checked="" type="checkbox"/> Standing <input type="checkbox"/> En-route <input type="checkbox"/> Uncontrolled descent <input type="checkbox"/> Taxi <input type="checkbox"/> Approach <input type="checkbox"/> Post impact <input type="checkbox"/> Take off <input type="checkbox"/> Landing <input type="checkbox"/> Pushback / towing <input type="checkbox"/> Initial climb <input type="checkbox"/> Emergency descent <input type="checkbox"/> Others :						DAMAGE LEVEL : <input type="checkbox"/> Destroyed <input type="checkbox"/> Substantial Damage <input type="checkbox"/> Minor Damage <input type="checkbox"/> None <input type="checkbox"/> Unknown				
	NARRATIVE :										
	SUPPLEMENTARY INFORMATION										
	WIND		CLOUD		PRECIPITATION	OTHER METEOROLOGICAL CONDITIONS				RUNWAY STATE	
	DRC.	SPEED	TYPE	HT (FT)	Please Choose	VISIBILITY	ICING	TURBULANCE	TEMP. (°C)	Please Choose	
					Km NM					Category	Please Choose
DANGEROUS GOODS ON FLIGHT				If yes UN Number :			LIGHT CONDITION				
<input type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> UNKNOWN							<input type="checkbox"/> Dawn <input type="checkbox"/> Day <input type="checkbox"/> Night <input type="checkbox"/> Unknown				
SUPPLEMENTARY INFORMATION:											
RESET				SUBMIT							

Usage instructions:

- 1 Download the PDF form from GACA Website
- 2 Fill in the form using Acrobat Reader in your desktop, laptop or tablet
- 3 Save the form or print for reference and make update
- 4 Submit the form
- 5 Check your e-mail for acknowledgement

Figure 24 – GACA Accident and Incident Notification Form – Pg 2



RIYADH AIR
طيران الرياض

CORPORATE SAFETY MANAGEMENT MANUAL

6 APPENDICES

6.8 APPENDIX 8 – GACA ACCIDENT INCIDENT NOTIFICATION FORM

Issue: 00

Revision: 00

Date: 17-DEC-2023

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Riyadh Air,
Door No, Street Address,
Pin code.
www.riyadhair.com



RIYADH AIR
طيران الرياض

ORGANIZATION

MANAGEMENT OF CHANGE

Issue: 00
Revision: 00
Date: 17 DEC 2023

PART 2: PROCEDURE HAZARD ANALYSIS

Person Responsible for conducting the Safety Assessment	
Names of those involved with assessment	Title of those involved with assessment
Hazard 1	
Consequences	
Severity/probability - Tolerability of risk	
Safety requirement	
Mitigation	
Mitigated severity/probability - Tolerability of risk	
Summary	



RIYADH AIR
طيران الرياض

ORGANIZATION

MANAGEMENT OF CHANGE

Issue: 00
Revision: 00
Date: 17 DEC 2023

PART 2: PROCEDURE HAZARD ANALYSIS

Person Responsible for conducting the Safety Assessment	
Names of those involved with assessment	Title of those involved with assessment
Hazard 2	
Consequences	
Severity/probability - Tolerability of risk	
Safety requirement	
Mitigation	
Mitigated severity/probability - Tolerability of risk	
Summary	



RIYADH AIR
طيران الرياض

ORGANIZATION

MANAGEMENT OF CHANGE

Issue: 00
Revision: 00
Date: 17 DEC 2023

PART 2: PROCEDURE HAZARD ANALYSIS

Person Responsible for conducting the Safety Assessment	
Names of those involved with assessment	Title of those involved with assessment
Hazard 3	
Consequences	
Severity/probability - Tolerability of risk	
Safety requirement	
Mitigation	
Mitigated severity/probability - Tolerability of risk	
Summary	



RIYADH AIR
طيران الرياض

ORGANIZATION

MANAGEMENT OF CHANGE

Issue: 00
Revision: 00
Date: 17 DEC 2023

PART 2: PROCEDURE HAZARD ANALYSIS

Person Responsible for conducting the Safety Assessment	
Names of those involved with assessment	Title of those involved with assessment
Hazard 4	
Consequences	
Severity/probability - Tolerability of risk	
Safety requirement	
Mitigation	
Mitigated severity/probability - Tolerability of risk	
Summary	



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ORGANIZATION

MANAGEMENT OF CHANGE

Issue: 00
Revision: 00
Date: 17 DEC 2023

PART 2: PROCEDURE HAZARD ANALYSIS

Person Responsible for conducting the Safety Assessment	
Names of those involved with assessment	Title of those involved with assessment
Hazard 5	
Consequences	
Severity/probability - Tolerability of risk	
Safety requirement	
Mitigation	
Mitigated severity/probability - Tolerability of risk	
Summary	



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ORGANIZATION

MANAGEMENT OF CHANGE

Issue: 00
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Date: 17 DEC 2023

PART 3: REVIEW OF ACTIONS

Reference No:		
Title		
Action summary		
Person Responsible for conducting the Safety Assessment:	Signature:	Date:
Reviewed for Compliance:	Signature:	Date:
Accepted by Director of Safety:	Signature:	Date:
Accountable Executive	Signature:	Date:



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ORGANIZATION

AIR SAFETY REPORT

Issue: 00

Revision: 00

Date: 17 Dec 2023

Name				
Position	Staff No.			
Date of Event DD/MMM/YYYY	Time of Event (UTC) DAWN/DAY/DUSK/NIGHT/____	Flight Number		
Flight Route From: To: Diverted City (If Applicable):	Location of Event (If applicable)	Gate # (If applicable)		
	Aircraft Registration	Aircraft Type		
Flight Phase (Select one or all that apply)				
<input type="checkbox"/> Parked	<input type="checkbox"/> Push-Back	<input type="checkbox"/> Taxi-out	<input type="checkbox"/> Takeoff	<input type="checkbox"/> Initial Climb
<input type="checkbox"/> Climb	<input type="checkbox"/> Cruise	<input type="checkbox"/> Holding	<input type="checkbox"/> Descent	<input type="checkbox"/> Approach
<input type="checkbox"/> Go Around	<input type="checkbox"/> Missed Approach	<input type="checkbox"/> Landing	<input type="checkbox"/> Taxi-in	<input type="checkbox"/> Parking
Runway # (If applicable)	Runway Condition (if applicable)	In-flight / Airfield Wx. / ATIS IMC/VMC/Others		
RTO Speed	Aircraft Altitude / FL	MNPS	RVSM	
		<input type="checkbox"/> Yes / <input type="checkbox"/> No	<input type="checkbox"/> Yes / <input type="checkbox"/> No	



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ORGANIZATION

AIR SAFETY REPORT

Issue: 00

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Date: 17 Dec 2023

Event Title		
<input type="checkbox"/> Aircraft Damage	<input type="checkbox"/> Fire & Smoke Warning	<input type="checkbox"/> Return from Flight
<input type="checkbox"/> ATC Communication	<input type="checkbox"/> FOD Damage / Concern	<input type="checkbox"/> Safety Equipment
<input type="checkbox"/> Bird / Lightning Strike	<input type="checkbox"/> Go-Around	<input type="checkbox"/> Security Breach
<input type="checkbox"/> Communication Deficiency	<input type="checkbox"/> GPWS / EGPWS (TERR)	<input type="checkbox"/> Severe Turbulence
<input type="checkbox"/> Dangerous Goods	<input type="checkbox"/> Ground Support Deficiency	<input type="checkbox"/> Tail Strike
<input type="checkbox"/> Deviation (ATC-ALT)	<input type="checkbox"/> Taxi Concern	<input type="checkbox"/> TCAS / Near Air Miss
<input type="checkbox"/> Diversion	<input type="checkbox"/> Handling Difficulties	<input type="checkbox"/> Use of Reserve Fuel
<input type="checkbox"/> Disruptive Passenger	<input type="checkbox"/> Navigational Concern	<input type="checkbox"/> Weight and Balance
<input type="checkbox"/> Emergency	<input type="checkbox"/> SOPs	<input type="checkbox"/> Wind Shear
<input type="checkbox"/> Engine Shutdown / Failure	<input type="checkbox"/> Overweight Handling	<input type="checkbox"/> (P) Wind Shear
<input type="checkbox"/> Exceedence (Sys / Limit)	<input type="checkbox"/> PAX. Illness / Dr. Kit	<input type="checkbox"/> Braking Malfunction
<input type="checkbox"/> Excursion TWY / RWY	<input type="checkbox"/> Ramp Safety	<input type="checkbox"/> Other Safety Concerns
<input type="checkbox"/> Incursion TWY / RWY	<input type="checkbox"/> Rejected Takeoff (RTO)	<input type="checkbox"/> Bomb Threat
<input type="checkbox"/> Suspicious Object		

Factual Description

Factual description of the event with any relative factors (weather, ATC, airfield facilities, etc).

Signature of the person



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ORGANIZATION

CABIN SAFETY REPORT

Issue: 00

Revision: 00

Date: 17 DEC 2023

FLIGHT INFORMATION

Name:	Position:	Staff No:
Select the feedback method if required:		<input type="checkbox"/> M-Box <input type="checkbox"/> Fax <input type="checkbox"/> E-mail
Date of Event dd mmm yyyy		Time of Event (UTC) Dawn/Day/Dusk/Night/_____
Flight Route:		Location of Event (if applicable)
From:	To:	
Divert City (if applicable):		Aircraft Registration:
		Aircraft Type:

FLIGHT PHASES

Flight Phase (Select one or all that apply)

<input type="checkbox"/> Parked	<input type="checkbox"/> Push-Back	<input type="checkbox"/> Taxi-out	<input type="checkbox"/> Takeoff	<input type="checkbox"/> Climb	<input type="checkbox"/> Cruise
<input type="checkbox"/> Descent	<input type="checkbox"/> Holding	<input type="checkbox"/> Approach	<input type="checkbox"/> Landing	<input type="checkbox"/> Taxi-in	<input type="checkbox"/> Parked in
<input type="checkbox"/> Others					

Weather Conditions

Lighting Conditions

<input type="checkbox"/> Turbulence	<input type="checkbox"/> Haze	<input type="checkbox"/> Clear	<input type="checkbox"/> Rain	<input type="checkbox"/> High	<input type="checkbox"/> Medium	<input type="checkbox"/> Low
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EVENTS

Event Title

<input type="checkbox"/> Bomb Threat	<input type="checkbox"/> Intoxicated Passenger
<input type="checkbox"/> Cabin Smoke	<input type="checkbox"/> Jumpseat Defect
<input type="checkbox"/> Communication System Failure	<input type="checkbox"/> Problem Enforcing Regulations
<input type="checkbox"/> Dangerous Goods Exposure	<input type="checkbox"/> Slide Deployment
<input type="checkbox"/> Death Onboard	<input type="checkbox"/> Smoke Detectors Activated or Vandalized
<input type="checkbox"/> Decompression	<input type="checkbox"/> Violation in Security Procedure
<input type="checkbox"/> Disruptive Passenger	<input type="checkbox"/> Violation During Sterile Cockpit
<input type="checkbox"/> Emergency Landing	<input type="checkbox"/> Violation in PED'S Regulation
<input type="checkbox"/> Evacuation	<input type="checkbox"/> Violation of Weapons Regulation



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ORGANIZATION

CABIN SAFETY REPORT

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<input type="checkbox"/> Gallery / Lavatory Water Overflow	<input type="checkbox"/> Violation in Smoking Regulations
<input type="checkbox"/> Hijacking	<input type="checkbox"/> Violation in Demonstration Process
<input type="checkbox"/> Bomb Threat	<input type="checkbox"/> Suspecious Object
<input type="checkbox"/> Emergency Equipment not Present or Operational	
<input type="checkbox"/> Potential Hazard Which may cause Injury to Passenger or Crew	
<input type="checkbox"/> Others: _____	

CABIN SMOKE DESCRIPTION (APPLICABLE FOR CABIN SMOKE)

Smoke Type	<input type="checkbox"/> Odour	<input type="checkbox"/> Smell	<input type="checkbox"/> Fumes
	<input type="checkbox"/> Overheating	<input type="checkbox"/> Visible	
Colour	<input type="checkbox"/> White	<input type="checkbox"/> Black	<input type="checkbox"/> Orange
	<input type="checkbox"/> Yellow	<input type="checkbox"/> Colorless	
Material	<input type="checkbox"/> Galley Content	<input type="checkbox"/> PAX Effect	<input type="checkbox"/> Cargo Fumes
	<input type="checkbox"/> Food	<input type="checkbox"/> Waste	
Electrical	<input type="checkbox"/> Lighting	<input type="checkbox"/> Window Heat	<input type="checkbox"/> Heaters
	<input type="checkbox"/> Wiring	<input type="checkbox"/> Galley	<input type="checkbox"/> Electrical Power
	<input type="checkbox"/> Cabin	<input type="checkbox"/> Lavatory	<input type="checkbox"/> Others

Factural description of the event with any relative factors

(Weather, Airfield facilities, Cabin equipment,etc.)



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ORGANIZATION

CABIN SAFETY REPORT

Issue: 00

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Witness(es) (If Possible)			Witness(es) (If Possible)		
Name:	<input type="checkbox"/> M	<input type="checkbox"/> F	Name:	<input type="checkbox"/> M	<input type="checkbox"/> F
Address:			Address:		
Phone:	<input type="checkbox"/> H	<input type="checkbox"/> O	Phone:	<input type="checkbox"/> H	<input type="checkbox"/> O
Name:	<input type="checkbox"/> M	<input type="checkbox"/> F	Name:	<input type="checkbox"/> M	<input type="checkbox"/> F
Address			Address:		
Phone:	<input type="checkbox"/> H	<input type="checkbox"/> O	Phone:	<input type="checkbox"/> H	<input type="checkbox"/> O
Suggestions/ Comments					
Date of Submission		Signature			



RIYADH AIR
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ORGANIZATION

SAFETY RISK ASSESSMENT FORM

Issue: 00
Revision: 00
Date: 17 DEC 2023

Functional Area	Hazard Description	Worst Foreseeable Effect	Existing Controls (Defenses)	Outcome Pre-Mitigation Sev- Pro = Risk Rating	Evaluation of Controls / Defenses	Additional Controls to Reduce the Risk (Risk Mitigation)	Outcome Post Mitigation Sev- Pro = Risk Rating	Actions to be Taken	Owner	Due Date	Review Period



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ORGANIZATION

SAFETY RISK ASSESSMENT FORM

Issue: 00
Revision: 00
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Functional Area	Hazard Description	Worst Foreseeable Effect	Existing Controls (Defenses)	Outcome Pre-Mitigation Sev- Pro = Risk Rating	Evaluation of Controls / Defenses	Additional Controls to Reduce the Risk (Risk Mitigation)	Outcome Post Mitigation Sev- Pro = Risk Rating	Actions to be Taken	Owner	Due Date	Review Period



RIYADH AIR
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ORGANIZATION

SAFETY RISK ASSESSMENT FORM

Issue: 00
Revision: 00
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Signatories	Name	Designation	Signature	Date
Prepared By:				
Reviewed By:				
Approved By:				
Accepted By: <i>(Safety Department)</i>				