CORPORATE SAFETY MANAGEMENT MANUAL

1	SAFETY POLICY AND OBJECTIVES	**Issue:**	00
1.1	MANAGEMENT COMMITMENT	**Revision:**	00
		Date:	17-DEC-2023

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.

CORPORATE SAFETY MANAGEMENT MANUAL

1	SAFETY POLICY AND OBJECTIVES
1.1	MANAGEMENT COMMITMENT

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

1.1.1 Safety and Quality Policy

RIYADH AIR
طيران الرياض

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

CORPORATE SAFETY MANAGEMENT MANUAL

1 SAFETY POLICY AND OBJECTIVES	**Issue:** 00
1.1 MANAGEMENT COMMITMENT	**Revision:** 00
	Date: 17-DEC-2023

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

CORPORATE SAFETY MANAGEMENT MANUAL

1 SAFETY POLICY AND OBJECTIVES	**Issue:** 00
1.1 MANAGEMENT COMMITMENT	**Revision:** 00
	Date: 17-DEC-2023

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?

CORPORATE SAFETY MANAGEMENT MANUAL

1	SAFETY POLICY AND OBJECTIVES	**Issue:**	00
1.1	MANAGEMENT COMMITMENT	**Revision:**	00
		Date:	17-DEC-2023

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.

1.1.2.2.2 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

CORPORATE SAFETY MANAGEMENT MANUAL

1 SAFETY POLICY AND OBJECTIVES
1.1 MANAGEMENT COMMITMENT

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

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.

CORPORATE SAFETY MANAGEMENT MANUAL

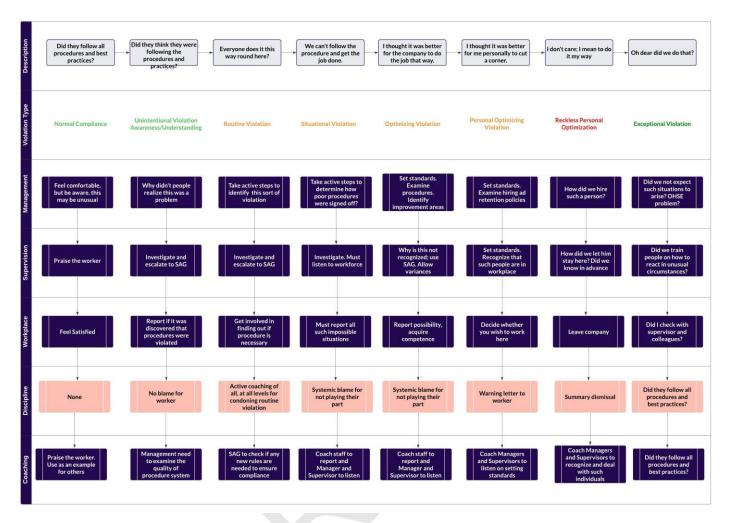| 1 | SAFETY POLICY AND OBJECTIVES | **Issue:** | 00 |
| 1.1 | MANAGEMENT COMMITMENT | **Revision:** | 00 |
| | | **Date:** | 17-DEC-2023 |

RIYADH AIR
طيران الرياض

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

CORPORATE SAFETY MANAGEMENT MANUAL

1	SAFETY POLICY AND OBJECTIVES	**Issue:**	00
1.1	MANAGEMENT COMMITMENT	**Revision:**	00
		Date:	17-DEC-2023

RIYADH AIR
طيران الرياض

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.

CORPORATE SAFETY MANAGEMENT MANUAL

1	SAFETY POLICY AND OBJECTIVES	**Issue:** 00
1.1	MANAGEMENT COMMITMENT	**Revision:** 00
		Date: 17-DEC-2023

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.

CORPORATE SAFETY MANAGEMENT MANUAL

1	SAFETY POLICY AND OBJECTIVES	**Issue:** 00
1.2	SAFETY ACCOUNTABILITY & APPOINTMENT OF KEY SAFETY PERSONNEL	**Revision:** 00
		Date: 17-DEC-2023

1.2 SAFETY ACCOUNTABILITY & APPOINTMENT OF SAFETY KEY PERSONNEL

1.2.1 Riyadh Air Corporate Structure

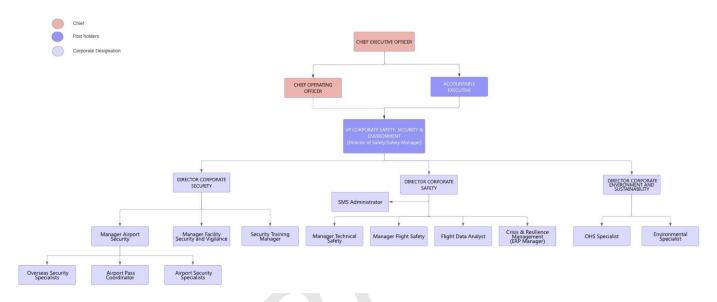### 1.2.2 Corporate Safety, Security and Environment Division Organization Structure

Figure 4 - Divisional Org Structure

1.2.3 Nominated Postholders

TBD

1.2.4 Reserved

CORPORATE SAFETY MANAGEMENT MANUAL

1	SAFETY POLICY AND OBJECTIVES	**Issue:**	00
1.3	ACCOUNTABILITIES, RESPONSIBILITIES AND AUTHORITIES	**Revision:**	00
		Date:	17-DEC-2023

RIYADH AIR
طيران الرياض

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.

CORPORATE SAFETY MANAGEMENT MANUAL

1   SAFETY POLICY AND OBJECTIVES
1.3   ACCOUNTABILITIES, RESPONSIBILITIES AND AUTHORITIES

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

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.

CORPORATE SAFETY MANAGEMENT MANUAL

1   SAFETY POLICY AND OBJECTIVES
1.3   ACCOUNTABILITIES, RESPONSIBILITIES AND AUTHORITIES

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

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.

CORPORATE SAFETY MANAGEMENT MANUAL

1   SAFETY POLICY AND OBJECTIVES
1.3   ACCOUNTABILITIES, RESPONSIBILITIES AND AUTHORITIES

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

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.

CORPORATE SAFETY MANAGEMENT MANUAL

1   SAFETY POLICY AND OBJECTIVES
1.3   ACCOUNTABILITIES, RESPONSIBILITIES AND AUTHORITIES

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

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.

CORPORATE SAFETY MANAGEMENT MANUAL

1   SAFETY POLICY AND OBJECTIVES
1.3   ACCOUNTABILITIES, RESPONSIBILITIES AND AUTHORITIES

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

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

CORPORATE SAFETY MANAGEMENT MANUAL

1 SAFETY POLICY AND OBJECTIVES
1.3 ACCOUNTABILITIES, RESPONSIBILITIES AND AUTHORITIES

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

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 Manger 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.

CORPORATE SAFETY MANAGEMENT MANUAL

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

1   SAFETY POLICY AND OBJECTIVES

1.3   ACCOUNTABILITIES, RESPONSIBILITIES AND AUTHORITIES

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.

CORPORATE SAFETY MANAGEMENT MANUAL

1 SAFETY POLICY AND OBJECTIVES
1.3 ACCOUNTABILITIES, RESPONSIBILITIES AND AUTHORITIES

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

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.

CORPORATE SAFETY MANAGEMENT MANUAL

1 SAFETY POLICY AND OBJECTIVES
1.3 ACCOUNTABILITIES, RESPONSIBILITIES AND AUTHORITIES

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

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.

CORPORATE SAFETY MANAGEMENT MANUAL

1   SAFETY POLICY AND OBJECTIVES

1.3   ACCOUNTABILITIES, RESPONSIBILITIES AND AUTHORITIES

Issue: 00

Revision: 00

Date: 17-DEC-2023

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.

CORPORATE SAFETY MANAGEMENT MANUAL

1   SAFETY POLICY AND OBJECTIVES
1.3   ACCOUNTABILITIES, RESPONSIBILITIES AND AUTHORITIES

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

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.

CORPORATE SAFETY MANAGEMENT MANUAL

1   SAFETY POLICY AND OBJECTIVES
1.3   ACCOUNTABILITIES, RESPONSIBILITIES AND AUTHORITIES

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

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

CORPORATE SAFETY MANAGEMENT MANUAL

1	SAFETY POLICY AND OBJECTIVES	**Issue:**	00
1.3	ACCOUNTABILITIES, RESPONSIBILITIES AND AUTHORITIES	**Revision:**	00
		Date:	17-DEC-2023

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.

CORPORATE SAFETY MANAGEMENT MANUAL

1   SAFETY POLICY AND OBJECTIVES
1.3   ACCOUNTABILITIES, RESPONSIBILITIES AND AUTHORITIES

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

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.

CORPORATE SAFETY MANAGEMENT MANUAL

1   SAFETY POLICY AND OBJECTIVES
1.3   ACCOUNTABILITIES, RESPONSIBILITIES AND AUTHORITIES

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

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.

CORPORATE SAFETY MANAGEMENT MANUAL

1   SAFETY POLICY AND OBJECTIVES
1.3   ACCOUNTABILITIES, RESPONSIBILITIES AND AUTHORITIES

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

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.

CORPORATE SAFETY MANAGEMENT MANUAL

1 SAFETY POLICY AND OBJECTIVES
1.4 SAFETY REVIEW AND ACCOUNTABILITY

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

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

CORPORATE SAFETY MANAGEMENT MANUAL

1 SAFETY POLICY AND OBJECTIVES
1.4 SAFETY REVIEW AND ACCOUNTABILITY

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

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.

CORPORATE SAFETY MANAGEMENT MANUAL

1	SAFETY POLICY AND OBJECTIVES	**Issue:** 00
1.4	SAFETY REVIEW AND ACCOUNTABILITY	**Revision:** 00
		Date: 17-DEC-2023

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.

CORPORATE SAFETY MANAGEMENT MANUAL

1   SAFETY POLICY AND OBJECTIVES
1.4   SAFETY REVIEW AND ACCOUNTABILITY

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

  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.

CORPORATE SAFETY MANAGEMENT MANUAL

1   SAFETY POLICY AND OBJECTIVES
1.4   SAFETY REVIEW AND ACCOUNTABILITY

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

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 the active identification of safety risks through the analysis of operational activities as well 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

CORPORATE SAFETY MANAGEMENT MANUAL

1   SAFETY POLICY AND OBJECTIVES
1.4   SAFETY REVIEW AND ACCOUNTABILITY

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

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,

CORPORATE SAFETY MANAGEMENT MANUAL

1 SAFETY POLICY AND OBJECTIVES	**Issue:** 00
1.4 SAFETY REVIEW AND ACCOUNTABILITY	**Revision:** 00
	Date: 17-DEC-2023

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.

CORPORATE SAFETY MANAGEMENT MANUAL

1 SAFETY POLICY AND OBJECTIVES	**Issue:** 00
1.4 SAFETY REVIEW AND ACCOUNTABILITY	**Revision:** 00
	Date: 17-DEC-2023

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.

CORPORATE SAFETY MANAGEMENT MANUAL

1   SAFETY POLICY AND OBJECTIVES

1.5   DOCUMENTATION AND DATA INFORMATION MANAGEMENT

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

RIYADH AIR
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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.

CORPORATE SAFETY MANAGEMENT MANUAL

1   SAFETY POLICY AND OBJECTIVES
1.5   DOCUMENTATION AND DATA INFORMATION MANAGEMENT

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

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.

CORPORATE SAFETY MANAGEMENT MANUAL

1	SAFETY POLICY AND OBJECTIVES	**Issue:** 00
1.5	DOCUMENTATION AND DATA INFORMATION MANAGEMENT	**Revision:** 00
		Date: 17-DEC-2023

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.

CORPORATE SAFETY MANAGEMENT MANUAL

1	SAFETY POLICY AND OBJECTIVES	**Issue:**	00
1.6	INTEGRATION OF QUALITY AND SAFETY	**Revision:**	00
		Date:	17-DEC-2023

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

CORPORATE SAFETY MANAGEMENT MANUAL

1	SAFETY POLICY AND OBJECTIVES	**Issue:** 00
1.6	INTEGRATION OF QUALITY AND SAFETY	**Revision:** 00
		Date: 17-DEC-2023

Organizational and human factors	Standards and specifications
Proactive	Reactive