CORPORATE POLICY MANUAL

Department

ORGANIZATION

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AOC Approval Reference

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0.2   REVISION HIGHLIGHTS

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

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0.9   MANAGEMENT APPROVAL

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Recommended by:		Date:
Title:		
Signature:		

Quality Review by:		Date:
Title:		
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Approved by:		Date:
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Signature:		

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0.10   GACA ACCEPTANCE

> *This manual is a controlled document that is prepared to meet the requirements of the General Authority of Civil Aviation Regulations (GACAR) and is herewith accepted by the General Authority of Civil Aviation (GACA) exclusively for the use of Riyadh Air.*
>
> *If any conflict exists between the contents of this manual and GACA requirements, GACA requirements shall take precedence, and the manual will be revised without delay in accordance with GACA eBook Vol.4 Ch.12, section 4.*
>
> *All contents of this manual are current, as listed in the List of Effective Pages (LEP) Revision 0. 18 Feb 2024.*
>
> This manual becomes 'uncontrolled' when printed.

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0.11   INTRODUCTION

Riyadh Air commenced its Airlines Operation as a passenger carrier, initiating commercial operations in 2025 under the AOC issued by GACA. In an endeavor to operate a professionally managed and safe airline, this Corporate Policy Manual (hereinafter referred to as CPM) has been developed. It documents the policies and guidelines for the effective management of the airline and outlines the overarching policies for the Operations, Training, Security, Technical, Hiring, Procurement, Safety and other associated functions. Further, the manual lays down the organizational structure, including the assignment of accountability at the highest levels of corporate management for safe, secure and efficient flight operations.

At Riyadh Air operational safety is our top priority, and it is deeply embedded in our core values. We are committed to providing safe and efficient flight operations while maintaining the highest standards of professionalism.

To bolster our commitment to human factors, operational staff shall undergo training in human factor principles, as relevant to their role. This training aims to equip personnel with a nuanced understanding of how human behavior and cognition influence operational tasks. By fostering awareness of potential pitfalls and offering strategies to mitigate human errors, the training contributes to a safety-conscious culture. Furthermore, it ensures that operational staff are well-versed in utilizing manuals, checklists and procedures designed with human factors in mind, promoting a streamlined and error-resistant approach to executing critical tasks. This strategic investment in human factor training reinforces our dedication to the highest standards of safety and operational excellence.

This manual intends to ensure an on-going effectiveness in achieving desired operational outcomes and promote the continuous improvement of processes and procedures. It also reflects management's commitment to quality, security, and safety as a fundamental guiding principle. The manual emphasizes the organization's commitment to a just culture, where human error is not punished, and communication channels are open to allow information to flow freely across the organization.

The Company's management system is documented in this manual in compliance with GACAR Part 5. Assignments of authority and responsibility is described and communicated throughout the Company. Senior management is defined as the highest level of management within the Company that has the authority and responsibility for setting policies, demonstrating commitment, meeting requirements, approving resources, setting objectives, implementing processes, and achieving desired operational results.

A centrally generated and controlled system ensures a standardized documentation product throughout the Company. All Riyadh Air documents conform to the corporate standard, thus ensuring an organization-wide consistency in documentation philosophy, format, and presentation of content.

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This manual is issued under the authority of the Accountable Executive (AE), on behalf of Riyadh Air. The task of managing this manual is delegated to the Chief Inspector. The CPM is a document owned and published by Riyadh Air. It is the company's property and no part of it may be copied or reproduced without the express written permission from the Accountable Executive (AE) of Riyadh Air. This publication, created by Riyadh Air, is sent to all personnel listed as per the distribution list. Riyadh Air owns the copyright to this material.

A copy of this Manual and its subparts is issued to all Riyadh Air operational personnel and other parties and official authorities involved in Riyadh Air's Operations. If any operational personnel has any questions regarding the information in this Manual or considers that a policy, procedure or instruction needs amendment, they should address their inquiry to the Chief Inspector.

The copyright of this Manual belongs to Riyadh Air. No parts of this publication should be reproduced, stored in a retrieval system, or transmitted in any form or by any means, i.e., electronic, mechanical, photocopying, recording, or otherwise, without prior written permission from Riyadh Air.

0.11.1   Common Language

Refer to section 4.6.4.1.2.

0.11.2   Usage Of Terms

Refer to CPM Section 4.3

0.11.3   Applicable Regulations And Standards

Throughout this manual, where applicable, compliance labels are used to assist users easily locate and refer to applicable regulations, rules, standards and recommended practices. These labels (as shown below) are a systematic and organized way to manage and ensure adherence to regulatory requirements, company policies and industry standards.

Example Header:

GACAR 5 Appendix A (III) / IOSA ORG 2.5.1

The following regulations and standards addressed in this manual, include:

1. GACA Regulations:

    a. PART 5 - SAFETY MANAGEMENT SYSTEMS

2. IATA Standards Manual, applicable edition.

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0.11.4   Sections Of The Manual Subject To Gaca Approval

GACAR 121.45 / IOSA ORG 2.5.1

The following elements and sections of this Operations Manual require specific approval from the GACA prior to change:

1.   Any change to the scope of the Air Operator Certificate (AOC).

2.   Any change to Riyadh Air's Management personnel as required under GACAR Part 121.45.

3.   Any change to Riyadh Air's Operations Management System.

4.   Any change to content that complies with GACAR.

0.11.5   Human Factors Principle

GACAR § 121.139 / GACAR § 121.533 / IOSA FLT 1.7.4

At Riyadh Air, human Factors Principles are applied to Operations Manual, checklists and procedure design, personnel training, and to operations and maintenance equipment, systems, processes and procedures. They take into account human capabilities and limitations, as well as the safe interface between the human and system components, for the purpose of optimizing human performance and reducing human error.

Incorporating human factor principles into the design of our operations manuals, checklists and procedures is crucial for optimizing safety and efficiency. Riyadh Air captures Human factors principles in document design and checklist usage by:

1.   Preparing documentation in a useable format for information presentation, at the appropriate reading level and with the required degree of technical sophistication and clarity

2.   Improving user performance through the use of effective and consistent labels, symbols, colors, terms, acronyms, abbreviations, formats and data fields

3.   Ensuring the availability and usability of information to the user for specific tasks, when needed, and in a form that is directly usable.

4.   Designing operational procedures for simplicity, consistency and ease of use

5.   Minimizing the need for special or unique operator skills, abilities, tools or characteristics

6.   Assessing the net demands or impacts upon the physical, cognitive and decision-making resources of our employees, using objective and subjective performance measures.

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0.11.6   Applicable Regulations And Standards

Throughout all Corporate Manuals, compliance tags are used to help users easily locate and reference applicable regulations, rules, standards, and recommended practices. These tags are a systematic and organized way to manage and ensure adherence to regulatory requirements, company policies, and industry standards.

This allows Riyadh Air to ensure that all regulatory standards imposed by GACA and other aviation authorities are explicitly covered. Where an applicable regulation, rule or standard exists, the relevant section of the Operations Manual includes a header bar listing the applicable regulation and/or standard (example below).

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0.12   ABBREVIATIONS, ACRONYMS AND DEFINITIONS

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0.12.1   ABBREVIATIONS AND ACRONYMS

A	
AE	Accountable Executive
AFM	Airplane Flight Manual
AIBR	Aviation Investigation Bureau Regulations
AIP	Aeronautical Information Publications
AOC	Air Operator Certificate
C	
CAB	IOSA principal for Cabin Crew Operations
CASS	Continuing Analysis and Surveillance System
CDL	Cabin Defect List
CGO	IOSA principal for Cargo Operations
CPM	Corporate Policy Manual
CSSQE	Corporate Safety, Security, Quality and Environment
D	
DMS	Document Management System
DSP	IOSA principal for Dispatch operations
E	
EFB	Electronic Flight Bag
ERP	Emergency Response Plan
F	
FCOM	Flight Crew Operations Manual
FDAP	Flight Data Analysis Program
FLT	IOSA principal for Flight Operations
FSDS	Flight Safety Documentation System
G	
GACA	General Authority of Civil Aviation
GACAR	General Authority of Civil Aviation Regulations

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GM	Guidance Material
GMM	General Maintenance Manual
GRH	IOSA principal for Ground Operations
H	
HTML	Hypertext Markup Language
I	
IATA	International Air Transport Association
ICAO	International Civil Aviation Organization
ID	Identification
ISARPs	IATA Standard and Recommended Practices
L	
LEP	List of Effective Pages
M	
MEL	Minimum Equipment List
MMEL	Master Minimum Equipment List
MNT	IOSA principal for Technical Operations
N	
NA	Not Applicable
NEF	Nonessential Equipment and Furnishing
O	
OCC	Operations Control Center
OEM	Original Equipment Manufacturer
OM	Operations Manual
ORG	IOSA principal for Organization
P	
PUPSP	Problematic Use of Psychoactive Substances Program
Q	
QRH	Quick Reference Handbook

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R	
RXI	Riyadh Air
S	
SEC	IOSA principal for Security
T	
TR	Temporary Revision
V	
VP	Vice President

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0.12.2 DEFINITIONS

A	
Accident (Aircraft):	An occurrence associated with the operation of an aircraft that takes place between the time any person boards the aircraft with the intention of flight until such time as all such persons have disembarked in which a person is fatally or seriously injured, the aircraft sustains substantial damage, or the aircraft is missing or is completely inaccessible.
Accountability:	The obligation or willingness to accept responsibility for the execution or performance of an assigned function, duty, task or action; implies being answerable (i.e. accountable) to a higher authority for ensuring such responsibility is executed or performed.
Air Operator:	The holder of an Air Operator Certificate (AOC) is issued by the Authority.
Air Operator Certificate:	A certificate authorizing an operator to carry out specified commercial air transport operations.
Airworthiness:	A quality that conforms to aircraft type design or properly altered condition for safe operations and: 1. In the case of an aircraft, is fitness for flight; 2. In the case of aircraft engines, components or parts, when fitted to an aircraft will maintain the aircraft's fitness for flight.
Audit:	The structured and objective assessment determines the level of conformity with specific standards.
Authority:	The delegated power or right to: 1. Command or direct; 2. Make specific decisions; 3. Grant permission and/or provide approval; 4. Control or modify a process.
B	
Base Maintenance:	Any maintenance activities falling outside the criteria for Line Maintenance.
C	
Cargo:	Any revenue or non-revenue shipment of goods or property, other than mail and accompanied or mishandled baggage, that is transported on an aircraft and is not consumed or used during flight.
Compliance Monitoring Management:	That aspect of the overall management functions that determines and implements the Safety Policy according to ORO.GEN.200 (a) (2). All those planned and systematic actions necessary to provide adequate

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	confidence that all operations, maintenance and training activities satisfy given requirements of the standards required by the Authority, and any additional requirements defined by Riyadh Air.
Conformity:	Fulfillment of specifications contained in regulatory framework or international standards.
Conformance:	Fulfillment of specifications contained in internal procedures or recommended practices.
Controlled Document:	A document that is subject to processes that provide for the positive control of content, revision, publication, distribution, availability and retention.
Crisis:	A crisis is an unstable or crucial situation which reaches a critical phase and presents the distinct possibility of an undesirable outcome.
D	
Database:	Any structured collection of information, records or data that are specifically organized in a (usually electronic) system for rapid search and retrieval.
E	
Environmental Management System:	A systematic approach to managing environmental programs and issues within an organization; includes the structure, planning and resources that ensure compliance with environmental regulations and protection of the environment in the conduct of activities.
F	
Flight Data Monitoring:	A non-punitive 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.
G	
Ground Operations:	The conduct of activities associated with the ground services that comprise ground handling.
H	
Hazard (Aircraft Operations):	An existing or potential condition that could lead to or result in injury to or death of persons and/or damage to or loss of an aircraft in operations.
I	
Incident (Aircraft):	An occurrence other than an aircraft accident, associated with the operation of an aircraft, which affects or could affect the safety of operations.

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Instructor:	A person who imparts knowledge or teaches practical skills through demonstration, direction, tutoring, training, drills, and/or exercises. Instructors may utilize testing, checking, assessment or evaluation of activities as a means for determining proficiency or competency.
J	
Just Culture:	An environment that recognizes the human potential for error and clearly defines acceptable behavior in a consistent manner. Attributes include a: 1. Recognition of fairness related to the identification and resolution of human performance problems. 2. Distinction between honest mistakes and intentional shortcuts with respect to discipline. 3. Free flow of information across all levels of the organization. 4. High level of self-reporting.
L	
Line Maintenance:	should be understood as any maintenance that is carried out before flight to ensure that the aircraft is fit for the intended flight. Line maintenance may include trouble shooting, defect rectification, component replacement, scheduled maintenance and/or checks including visual inspections and minor repairs/modifications which do not require extensive disassembly.
M	
Mail:	Dispatches of correspondence and other items tendered by and intended for delivery to postal services.
Maintenance:	Actions required for restoring, preserving, maintaining an aircraft, aircraft engine or aircraft component in an airworthy and serviceable condition, including repair, modification, overhaul, inspection, replacement, defect rectification and determination of condition.
Management of Change:	A systematic approach to identifying and analyzing internal and external changes with the potential to affect the functionality of an organization and assessing and controlling the risks associated with such changes.
Mission:	A mission statement relates to "doing" and declares the purpose of an organization. It outlines the practical day-to-day operations a company does in order to achieve the vision.
N	
National Aviation Authority (NAA):	A government agency or other administrative body within a sovereign state that exercises rulemaking rights within the civil aviation framework and governs regulatory oversight control over air operation activities within a defined jurisdiction.

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Nominated Person:	Persons nominated by an operator, and typically approved or accepted by the Authority, that are responsible for the management and supervision of specific areas of operations.
O	
Occupational Health and Safety:	The promotion and maintenance of safety and health in the workplace, which includes, inter alia, controlling workplace risk, setting occupational health and safety regulations, providing medical and health services, and generally ensuring the well-being of workers.
Operations:	The recurring activities of an organization directed toward delivering a product or service.
Operation Control Center:	An office or department within the organizational structure of an operator that is assigned responsibility for operational control of on-going operations with authority to originate, delay, divert and cancel flights.
Operating Manual:	A separate manual, or collection of manuals that may be part of the Operations Manual (OM), acceptable to the State of the Operator, containing normal, abnormal and emergency procedures, checklists, limitations, performance information, details of the aircraft systems and other material relevant to the operation of the aircraft. The operating manuals may include the MEL and CDL.
Organization Structure (Chart):	A diagram that shows the structure of an organization and the relationships and relative ranks of its parts and positions.
Outsourcing:	The business practice whereby one party (e.g. an operator or provider) voluntarily transfers, usually under the terms of a contract or binding agreement, the conduct of an operational function to a second party.
P	
Plan:	The formulation of action or series of actions designed to achieve a defined end result.
Policy:	The stated intentions and direction of an organization.
Procedure:	An organized series of actions accomplished in a prescribed or step-by-step manner to achieve a defined result.
Process:	One or more actions or procedures implemented in a coordinated manner to achieve a goal or satisfy a requirement.
Program:	An organized set of processes directed toward a common purpose, goal or objective.

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Q	
Quality:	The degree to which a system consistently meets specified requirements, satisfies stated needs, or produces desired outcomes.
Quality Management System:	The Organization structure, responsibilities, procedures and resources for implementing the compliance monitoring system with defined regulations and international standards.
R	
Requirement:	A specification that is considered an operational necessity; compliance is typically mandatory.
Responsibility:	A duty or obligation to execute or perform an assigned function, duty, task or action; typically includes delegation of an appropriate level of authority; implies holding a specific office, title, or position of trust.
S	
Safety (Operational):	A condition in which the risk of injury or damage occurring during operations is limited to an acceptable level.
Safety Action Group:	A high level tactical committee within SMS that comprises designated representatives of front line personnel.
Safety Culture:	The extent to which every individual and every group within an 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.
Safety Management System:	SMS is a systematic approach to managing safety within an organization, including the necessary organizational structures, accountabilities, policies and procedures. As a minimum, an SMS: 1. Identifies safety hazards; 2. Ensures that remedial action necessary to maintain an acceptable level of safety is implemented; 3. Provides for continuous monitoring and regular assessment of the safety level achieved; 4. Aims to make continuous improvement to the overall level of safety.
Safety Risk:	An assessment, expressed in terms of predicted probability and severity of the consequence(s) of a hazard to aircraft operations, with severity using as reference the worst foreseeable or credible outcome.
Security:	A combination of measures and human and material resources in order to safeguard civil aviation against acts of unlawful interference.

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Security Management System:	The documented system of an operator and/or a provider that delivers ground handling services for an operator, which is based on threat assessment to ensure security operations: 1. Consistently fulfill all requirements mandated in the applicable national civil aviation security program(s). 2. Are conducted in the most efficient and cost effective manner considering the operational environment.
Security Program:	A program consisting of requirements and/or standards adopted for the purpose of safeguarding civil aviation against acts of unlawful interference. The Security Program of an operator is compliant with the requirements of civil aviation security authorities in the State of the Operator and states where operations are conducted.
Security Threat:	A measure of the probability of an act of unlawful interference being committed against civil aviation.
Service Level Agreement:	A formal agreement, usually as part of a contract, between an operator and an external services provider, or in some cases, and internal services provider, that: 1. Specifies, in measurable terms, the services the external provider is expected to perform; 2. Becomes the basis for monitoring of the performance of the external services provider by the Operator.
Service Provider:	An organization that delivers services (e.g. maintenance, ground handling, and training) to an air operator on a contractual basis.
State:	The government that has sovereignty over the territory and population that makes up a nation or country.
State of Registry:	The state on whose register an aircraft is entered; the state that assigns the registration mark (i.e. the combination of letters and/or numbers) that appears on an aircraft.
Supplier:	An organization that sells products or services for use by the air transport industry. The products may include maintenance, spare parts and information.
System:	A combination of interacting or interrelated elements within an organization functioning in a coordinated manner to achieve desired outcomes.

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T	
Task:	An activity accomplished when following a procedure.
V	
Vision:	A vision statement relates to "looking ahead". It provides strategic direction and outlines a company's business goals and where it is heading to.
W	
Wet-Lease (Operational):	The practice whereby an operator (the "lessee") satisfies its own operational needs by utilizing aircraft acquired from an external operator (the "lessor") through a commercial lease agreement; the lessor exercises operational control of such aircraft in operations conducted for the lessee.

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0.13   SYSTEM OF AMENDMENT AND REVISION

0.13.1   Manual Ownership

Refer to section 4.6.4.1.1.

0.13.2   Manual Holder Responsibility

Refer to section 4.6.4.2.3.

0.13.3   Distribution List and Availability

Refer to section 4.6.4.2.

0.13.4   Publication Hierarchy

IOSA ORG 2.5.3

All RXI manuals fall in the documentation hierarchy below:

1.   Level 1: Corporate and Governance level policy documents.

2.   Level 2: Division/Department level policy, process, and procedure documents.

3.   Level 3: Instructions, checklists, forms, and statement of compliance.

For details refer to section 4.2.1.

0.13.5   Manual Structure

The manual is divided into 5 chapters and the Appendix as depicted below:

0   **FRONT MATTER**

1   **MANAGEMENT AND CONTROL**

2   **RIYADH AIR MANAGEMENT SYSTEM**

3   **PERSONNEL POLICIES AND PROCESSES**

4   **DOCUMENTATION MANAGEMENT AND CONTROL**

5   **EXTERNAL SERVICE PROVIDERS**

6   **APPENDICES**

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0.13.6   Source of Amendments

GACAR § 121.45 / ORG 2.5.1

The follow elements and sections of this Operations Manual require specific approval from the GACA prior to change:

1. Any change to the scope of the Air Operator Certificate (AOC), operations specifications.

2. Any change to Riyadh Air's nominated management personnel required under GACAR § 121.45.

3. Any change to Riyadh Air's Management System.

4. Any change to content that complies with a GACAR.

Amendments to Riyadh Air's operational documents come from various sources to ensure that the documents remain current, compliant, and reflective of industry best practices. The primary sources of amendments include:

1. **Regulatory Authorities**:

   National Aviation Authority (GACA) and international aviation regulatory bodies may issue new regulations or revise existing ones. On receipt of a new or revised GACA regulation or Advisory Circular (AC), Riyadh Air will evaluate the change and, where necessary, promptly incorporate these changes into the operational documents to ensure compliance with legal requirements.

2. **Aviation Industry Standards**:

   Organizations, such as the International Civil Aviation Organization (ICAO) and the International Air Transport Association (IATA), may release new standards and recommended practices (ISARPS), or procedures. When changes occur, Riyadh Air will review the revisions and, when required, adopt these standards to align with global best practices. Examples include changes to the ICAO Annexes or the IOSA Standards Manual (ISM) ISARPS.

3. **Internal Safety Reporting and Monitoring**:

   Riyadh Air actively encourages employees to report safety concerns or incidents through its internal reporting systems. The analysis of these reports may lead to amendments in operational documents to address identified safety issues and enhance safety protocols.

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4.   **Operational Experience and Lessons Learned**:

Riyadh Air's own operational experience and lessons learned from incidents or accidents may prompt the need for manual amendments. When required, changes are aimed at improving safety, efficiency, and the overall operational effectiveness based on Riyadh Air's unique experiences.

5.   **Technology Advancements**:

Advancements in aviation technology may necessitate updates to operational documents. New technologies, systems, or equipment may require specific procedures or considerations that need to be integrated into Riyadh Air's Operations Manuals.

6.   **Audit Findings and Recommendations**:

Internal and external audits, including safety audits and regulatory inspections, may identify areas for improvement or non-compliance. Manual amendments are made in response to audit findings and recommendations to enhance operational processes and ensure adherence to applicable regulations and standards.

7.   **Change in Aircraft Fleet**:

If Riyadh Air introduces new aircraft types or phases out existing ones, amendments to operational documents are necessary to account for the unique characteristics, systems, and procedures associated with the new or retiring aircraft.

8.   **Legal and Contractual Obligations**:

Changes in laws or contractual obligations that impact operations may require updates to operational documents. This includes legal requirements related to crew rest, duty time limitations, or contractual agreements with third parties.

9.   **Emergency Procedures**:

Insights gained from emergency response exercises or real-world emergency events may lead to amendments in emergency procedures to enhance Riyadh Air's ability to respond effectively to unforeseen situations.

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10. **Continuous Improvement Initiatives**:

Riyadh Air engages in continuous improvement initiatives to enhance operational efficiency and safety. Feedback from operational personnel, data analysis, and performance reviews may trigger amendments aimed at refining processes and procedures.

All amendments are managed through a formal revision process outlined in Riyadh Air's documentation control procedures contained in the Corporate Policy Manual. This process ensures that changes are systematically reviewed, approved, communicated to relevant personnel, and incorporated into the operational documents in a controlled and traceable manner.

Amendments to Corporate Policy Manual may come from various sources. The primary sources of amendments include:

1. Regulatory Authorities.

2. Aviation Industry Standards.

3. Internal Safety Reporting and Monitoring.

4. Operational Experience and Lessons Learned.

5. Audit Findings and Recommendations.

6. Legal and Contractual Obligations.

7. Continuous Improvement Initiatives.

All amendments are managed as per section 4.6.3.

0.13.7   Referenced and Linked Documents

This Manual is interconnected with the applicable Regulations and other Corporate Manuals. When changes are made to any of the below Regulations or Manuals, Riyadh Air undertakes a review of the relevant changes for incorporations into the current manual:

1. GACAR - Safety Regulations

2. GACAR Part-121

3. OM-Suite (Flight Ops)

4. GMM and TTP (Eng. & Maint.)

5. GOHM & DGM (Grd Ops)

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0.13.8   Format and Documentation Control Requirements

IOSA ORG 2.5.1 / ORG 2.5.3

Document control serves the primary purpose of ensuring that required, accurate, and updated documents are available to personnel who need to use them. This includes employees of external service providers in the event of outsourced operational functions. At Riyadh Air, controlled documents comprise operations manuals, security manuals, maintenance manuals, checklists, quality manuals, training manuals, process standards, policy manuals, and standard operating procedures, among others. These documents are centrally managed and coordinated under a corporate scheme of document hierarchy (refer 0.13.4 Publication Hierarchy).

Riyadh Air employs an electronic document management and control system as an acceptable means of ensuring regulatory compliance. This system creates, maintains, controls, identifies, revises, distributes, accesses, presents, retains, and/or deletes document files using a web-based system.

Riyadh Air is committed to excellence and ensures that all company manuals adhere to the requirements established in the Corporate Policy Manual (CPM). The CPM is the guiding framework for creating manuals, controlling documents, promoting uniformity, quality, and compliance with organizational standards.

For comprehensive guidelines on document control and formatting, personnel involved in manual authoring shall refer to the CPM. This section provides detailed information on the approved control and formatting standards, which ensures consistency and coherence across all manuals.

Riyadh Air also receives controlled documentation from external sources, such as regulatory documentation from GACA and operational manuals such as AFM, FCOM, FCTM, QRH from Boeing and any other relevant documents containing material that pertains to the safety of operations which may affect the content of this manual.

0.13.8.1   Pagination

Effective document control is essential for the accuracy and integrity of Riyadh Air's operations manual. To this end, pagination serves as a key organizational tool. Each page within the manual is assigned a unique page number, allowing for easy navigation and quick reference. This methodical approach is vital for tracking revisions, ensuring that all personnel have access to the most up-to-date information. All stakeholders must adhere to the pagination system to maintain the manual's structure and facilitate ongoing updates and document management.

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0.13.8.1.1 Header

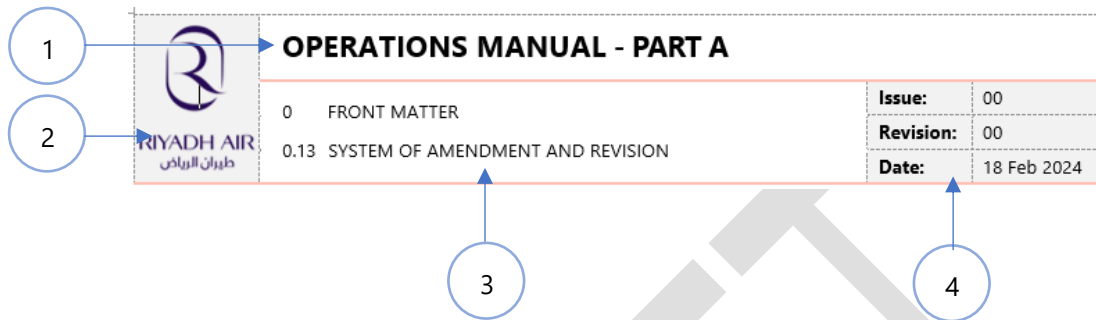Figure 1. Operations Manual Header Format

1.   Name of Operations Manual

2.   Riyadh Air Logo

3.   Chapter and title

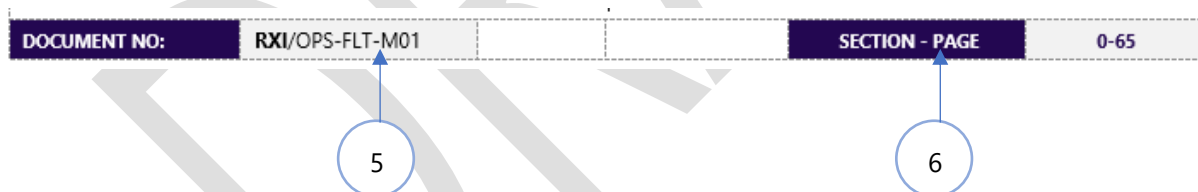4.   Issue, revision number and date.

0.13.8.1.2 Footer

Figure 2. Operations Manual Footer Format

1.   Document number.

2.   Section and page number.

Refer to section 4.6.2 for manual format and section 4.8.1 for controls.

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0.13.9   Revision Control

0.13.9.1   List of Revisions

In the "List of Revisions" section of the Riyadh Air's Operations Manual, all changes to the manual are documented and tracked. This list serves as a historical record and a reference point for all sections contained within the manual. It is imperative that any alterations to the manual adhere strictly to the guidelines set forth in this section.

Revisions are categorized to facilitate clear understanding and ease of navigation: "N" denotes new additions, "R" indicates revised sections, and "O" represents original sections that have remained unchanged.

Revisions to the operations manual are issued systematically to reflect changes in policies, procedures, regulations, and operational needs. These amendments are critical to ensuring that the manual remains a current and reliable resource for all flight operations personnel.

0.13.9.2   Manual Notices

Manual Notices (MNs) may be issued on an as-needed basis prior to the formal update of the operations manual. These interim changes are distributed promptly to address immediate operational requirements, regulatory mandates, or safety concerns. MNs are integrated into the manual and are clearly identified and are replaced with permanent updates during the next scheduled revision cycle. Similar concept applies to the OM-Suite for Flight Ops Manuals with the OMN (Operations Manual Notices). All personnel shall familiarize themselves with the MNs and apply them to their operational practices immediately upon receipt. The List of Record of Manual Notices will be updated accordingly to reflect these MNs, ensuring the manual's integrity and consistency are maintained at all times. For awareness to the readers, MNs are placed at the beginning as an appendix section of this Manual.

Refer to .

0.13.9.3   Error Reporting, Corrections and Suggestions for Improvement

If an employee comes across an error or notices any incorrect information in this manual or has a suggestion, they should report it to the manual owner. The manual owner will acknowledge receipt of the information and provide feedback to the concerned employee on their suggestion, the action will be taken to fix the error or update the information.

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CORPORATE POLICY MANUAL

1   MANAGEMENT AND CONTROL

1.1   INTRODUCTION

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1   MANAGEMENT AND CONTROL

1.1   INTRODUCTION

Riyadh Air, a wholly owned company of the Public Investment Fund (PIF), is established with the vision of transforming the Kingdom Saudi Arabia into a global aviation hub. Riyadh Air is poised to revolutionize the travel experience, connecting the Kingdom to the world and beyond.

As the holder of Air Operator Certificate (AOC) No. 060 issued by the General Authority of Civil Aviation (GACA) of the Kingdom of Saudi Arabia, Riyadh Air is authorized to conduct scheduled (Flag and Domestic) Passenger-Carrying Operations in Air Commerce. This prestigious certification signifies the company's focus to the highest standards of safety, security, and operational excellence. The AOC, along with the attached Operations Specifications, is proudly displayed at the office of the Riyadh Air's Chief Executive Officer at the Principal Base of Operations, located at King Khaled International Airport in Riyadh, KSA.

In line with its commitment to operational excellence, Riyadh Air intends to utilize a fleet, renowned for its fuel efficiency, advanced technology, and passenger comfort. These state-of-the-art aircraft will enable Riyadh Air to provide seamless and enjoyable travel experiences for passengers across its expanding network of destinations.

Riyadh Air's operations adhere strictly to the stringent safety regulations set forth by GACA, specifically GACAR Parts 4, 5, 91, 109, 119, 117, and 121. These regulations encompass a comprehensive framework for aircraft operations, ensuring the highest levels of safety and risk mitigation across all aspects of flight operations.

Riyadh Air's commitment to safety extends beyond regulatory compliance. The company fosters a culture of safety within its organization, empowering employees at all levels to identify potential hazards and implement proactive measures to prevent accidents and incidents. This safety-centric approach is embedded in Riyadh Air's core values, ensuring that safety remains at the forefront of every decision and action.

With its strong foundation, commitment to excellence, and dedication to safety, Riyadh Air is poised to become a leading player in the global aviation industry. The company's vision of connecting Saudi Arabia to the world, while providing exceptional passenger experiences, will undoubtedly reshape the landscape of international travel. As Riyadh Air takes to the skies, it marks a new era of aviation excellence, setting a benchmark for innovation, safety, and customer satisfaction.

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1   MANAGEMENT AND CONTROL

1.1   INTRODUCTION

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1.1.1   Vision, Mission

Riyadh Air Vision

To be a global leader in the aviation industry, renowned for exceptional service, operational excellence, and unwavering commitment to safety.

Riyadh Air Mission

To connect Saudi Arabia to the world, providing a seamless and enriching travel experience for our passengers while fostering a culture of innovation, collaboration, and continuous improvement.

Riyadh Air Values

1. **Customer Centricity:** We prioritize the needs and satisfaction of our passengers, ensuring their safety and comfort at every step of their journey.

2. **Safety Excellence:** We hold the highest standards of safety, adhering to the most stringent regulations and continuously investing in our people, processes, and technology to minimize risks.

3. **Operational Excellence:** We strive for efficiency and reliability in all aspects of our operations, from aircraft maintenance to flight planning and customer service.

4. **Innovation and Agility:** We embrace innovation and adapt to the ever-changing aviation landscape, ensuring our operations remain at the forefront of industry advancements.

5. **Collaboration and Teamwork:** We foster a culture of collaboration and teamwork, bringing together diverse perspectives and expertise to achieve shared goals.

6. **Integrity and Transparency:** We conduct our business with the utmost integrity, maintaining transparency in all our dealings and commitments.

7. **Sustainability and Responsibility:** We are committed to operating sustainably, minimizing our environmental impact, and contributing to a healthier planet.

1.1.2   Inspection and Monitoring Obligations

Riyadh Air, as the holder of an Air Operator Certificate (AOC), which is subject to the provisions of the Saudi Aviation Law, which mandates that authorized representatives of the General Authority of Civil Aviation (GACA) be granted unrestricted access to Riyadh Air's offices and premises for the purpose of conducting inspections and monitoring the company's adherence to the terms and conditions of its licenses and permits.

GACA representatives are empowered to inspect any documents deemed necessary to effectively fulfil their inspection duties. Additionally, they have the authority to seize any documents found to be in violation of the provisions of GACAR licenses, permits, or instructions issued by the Authority.

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Riyadh Air is obligated to allow GACA-authorized representatives to conduct inspections or tests at any time or place to determine compliance with the relevant regulations that are applicable to the Company. These regulations are made applicable by the Kingdom of Saudi Arabia and GACA in accordance with Riyadh Air's Operations Specifications.

Prior to commencing any official surveillance or inspection, GACA representatives are required to identify themselves and present their credentials to verify their authorization. Upon proper identification, Riyadh Air's employees are obligated to cooperate fully with the inspection process, providing the representatives with the necessary access and assistance. In the event that a representative requests any material, document, or record for which the employee is not directly responsible, the representative should be directed to the appropriate department head for assistance.

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1   MANAGEMENT AND CONTROL

1.2   RIYADH AIR – THE ORGANIZATION

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1.2   RIYADH AIR – THE ORGANIZATION

1.2.1   Corporate Structure

GACAR Part §119.65/119.67

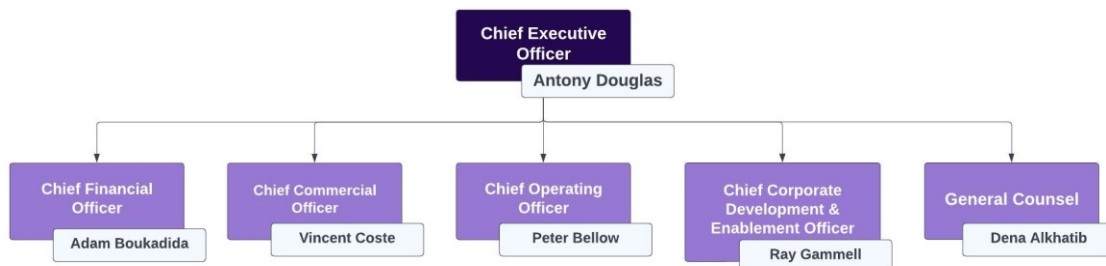*IOSA ORG 1.1.1; ORG 1.1.4; ORG 1.3.3; ORG 1.6.2*

Figure 1 - Corporate Org Structure

Note: *Department-level organization charts may be found in the respective department manuals.*
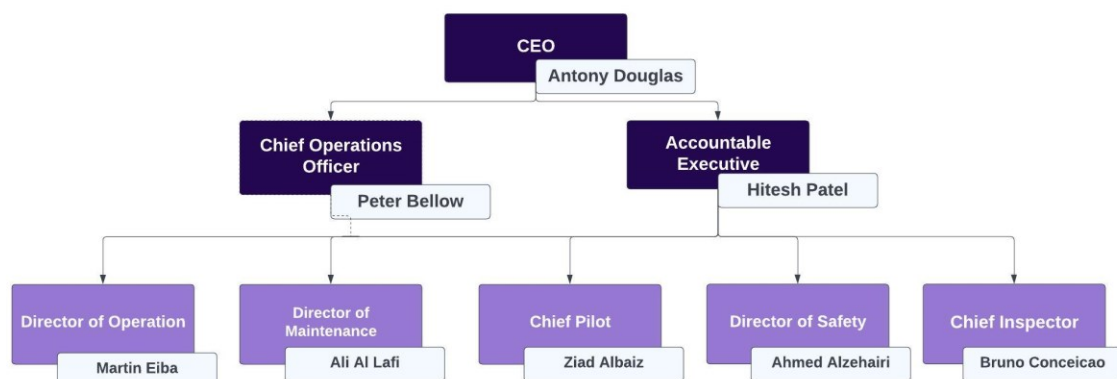
1.2.2   GACA - Post Holders Structure

Figure 2 - GACA Org Structure

Note: *Department-level organization charts may be found in the respective department manuals.*

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1.2   RIYADH AIR – THE ORGANIZATION

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1.2.3   Executive Responsibility

As outlined in the corporate structure, the executive staff holds direct accountability to Riyadh Air's Accountable Executive for ensuring the development, implementation, and ongoing adherence to the general business practices, General Authority of Civil Aviation (GACA) Regulations, procedures, directives, and policies that govern the company's operations. This responsibility extends to the safe and efficient operation of all aircraft, facilities, and equipment within the Riyadh Air system.

1.2.4   Principal Address and Contacts

GACAR PART 119.101

Physical address and Contact Information
Riyadh Air
King Khalid International Airport
Building 3 & 4, Riyadh - 13443
Kingdom of Saudi Arabia
Telephone: +966 XXX
Email: ZZZ@riyadhair.com

Table 1 Physical Address and Contact Information

1.2.5   Key Management Personnel

GACAR Part § 121.45

IOSA ORG 1.1.3; ORG 1.3.1

The individuals entrusted with overseeing the daily operations of an airline under GACA's jurisdiction are designated as Nominated Management Personnel as defined in GACA Part 121.45. These individuals carry the critical responsibility of making decisions that directly influence the airline's safety, operational efficiency and financial performance. These individuals must be acceptable to the GACA based on the determination of their experience, competence and knowledge where interviews and evidence may be requested to confirm satisfactory competence and knowledge.

1.2.5.1   Corporate Structure

1.2.5.1.1   Chief Executive Officer (CEO)

The Chief Executive Officer (CEO) holds the highest level of responsibility in the organization, and he holds overall responsibility for Finance, Human Resources, Operations, financial direction, strategic

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1.2   RIYADH AIR – THE ORGANIZATION

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expenditure, and supervision of the organizations' economic performance and represents the policies governing this function. He is responsible for the tactical planning and decision-making that will support the implementation of financial strategies, policies, and programs with a focus on cost efficiency of operations.

The Chief Executive Officer (CEO) is responsible for overseeing the airline's daily operational activities. This encompasses managing flight operations, technical operations, ground operations while upholding regulatory compliance with high standards of safety, security, and quality.

Reports to: Board of Directors

Responsibilities:

1.   The Chief Executive Officer (CEO) is responsible for developing business strategies and plans for the achievement of strategic goals and alignment with organizational philosophy, mission, and objectives.

2.   The position advises the PIF and gives strategic directions to the team across the whole Company for all operations and business activities.

3.   Enforces adherence to regulatory requirements, legal guidelines, and in-house policies.

4.   Manages human, financial, and physical resources.

5.   Responsible to ensure that principal risks to the organization are reduced and controlled to an acceptable level.

6.   Ensures the company's complicity with legal and business ethics.

7.   Maintains contact with important shareholders and builds trusting relations with key partners and stakeholders.

1.2.5.1.2   Chief Operating Officer (COO)

The Chief Operating Officer (COO) is responsible for overseeing the airline's daily operational activities. This encompasses managing flight operations, technical operations and ground operations while upholding regulatory compliance to ensure implementation of high standards of safety, security and quality affairs.

Reports to: Chief Executive Officer

Responsibilities:

1.   Develop Operational strategies and plans for the achievement of operational goals and alignment with organizational philosophy, mission, and objectives.

2.   The position advises the CEO and gives directions to the operational team across the whole company for all operations activities.

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3. Accountable for conduct of operations as per Air Operator Certificate (AOC) conditions and restrictions, and ensuring adherence to applicable regulatory requirements, legal guidelines, and organizational standards.

4. Be aware of and comply with the safety responsibilities as laid down in the Corporate Safety Management Manual.

5. Ensures allocation of financial, human (recruitment) and physical resources in operational matters and for the management of safety and security risks to operations.

6. Ensure all functional operational training is met.

7. Ensure operational risks to the organization are reduced and controlled to an acceptable level.

8. Ensure the Company's complicity with legal and business ethics.

9. Maintain contact with important shareholders and build trusting relations with key partners and stakeholders.

1.2.5.1.3 Chief Financial Officer (CFO)

The Chief Finance Officer (CFO) is responsible for the overall financial direction, strategic expenditure, treasury, procurement and contracts, fleet development, digital and innovation (IT) and supervision of the organizations' economic performance and represents the policies governing this function. He is responsible for the tactical planning and decision-making that will support the implementation of financial strategies, policies, and programs with a focus on cost efficiency of operations.

Reports to: Chief Executive Officer

Responsibilities :

1. Leasing

    a. Fleet leasing & financing strategies.

2. Financial Planning

    a. Prepare annual business plans and budgets in consultation with all departments.

    b. Develop and maintain an optimal capital structure, minimizing its cost of capital while maintaining financial flexibility.

    c. Timely management of audits & accurate analysis of budgets, financial reports, financial trends & appropriate dissemination of the same.

3. Accounts and Operations

    a. Manage the Procurement & Accounting functions.

    b. Maintain transparent Management Information System (MIS) and reporting systems, thus ensuring complete visibility on all financial matters.

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c.   Ensure that the CEO & COO, PIF and all relevant levels of the Management are provided with accurate, timely, and relevant financial reporting that is meaningful to running the business.

4.   Compliances

a.   100% compliance related to the function.

5.   Safety Responsibilities

a.   Be aware of and comply with all safety responsibilities and accountabilities as laid down in the Corporate Safety Management Manual.

6.   Other Responsibilities

a.   Develop the team on achieving operational efficiencies relevant to the function.

1.2.5.1.4   Chief Commercial Officer (CCO)

The Chief Commercial Officer (CCO) is responsible for the commercial direction, marketing and communication, strategic partnerships, network planning, sales and distribution, pricing and revenue, ancillary services and supervision of the customers' satisfaction performance and represents the policies governing this function. He monitors the strategic planning and decision-making that will best support the specific functions of revenue generation, network management, product definition and marketing, pricing and distribution.

Reports to: Chief Executive Officer

Responsibilities :

1.   Commercial Operations

a.   Develop network plan in-line with the overall business objective of the airline with optimum resource utilization of fleet, manpower and infrastructure.

b.   Provide overall guidance on developing new and underserved markets and proposing capacity induction.

c.   Monitor operations for any regulatory requirements that may arise on a day-to-day basis, e.g. Route dispersal norms, weight restrictions at airports, etc.

2.   Marketing Management

a.   Marketing of Riyadh Air products by defining services, branding, advertisements, media management, public relations, etc. alongside identifying & managing product & services life cycles.

3.   Revenue Management

a.   Design routing for maximizing passenger revenue by optimizing asset utilization, while considering all operational, maintenance and regulatory requirements.

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b. Develop distribution channels for maximizing revenue and keep the costs of distribution at an optimum level by plugging revenue leakage areas.

4. Network Management

a. Develop effective pricing and revenue management structures in order to optimize network revenue.

b. Provide specific needs in designing the reservation system.

5. Compliance

a. 100% compliance related to the function.

6. Safety Responsibilities

a. Be aware of and comply with all safety responsibilities and accountabilities as laid down in the Corporate Safety Management Manual.

7. Other Responsibilities

a. Groom the team on achieving operational efficiencies relevant to the function.

1.2.5.1.5 Chief Corporate Development and Enablement Officer (CCDEO)

The Chief Corporate Development and Enablement Officer (CCDEO) is responsible for the management of human resources, talent acquisition, strategic and organizational excellence, learning and development, project management office and supervision of corporate communications and represents the policies governing this function. He serves as a strategic partner to the organization to drive business results through innovative people strategies & strong HR policies, practices, and processes.

Reports to: Chief Executive Officer

Responsibilities:

1. Operations

a. Design, implementation and monitoring of various HR frameworks, initiatives, policies, systems, and processes to support business requirements.

b. Build an HR team of high performing, highly engaged members, to support the execution of all people-related strategies across the business so as to provide direction to the organization in developing and initiating effective people management practices.

c. Ensure integrity of data within the various HR systems.

2. Human Resources Processes and Policies

a. Design, implementation and monitoring of various HR frameworks, initiatives, policies, systems, and processes to support business requirements.

b. Manage organization structure and design to support business growth.

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c.   Understand business-specific feedback and work on design and deliver improved client-ready solutions, including improved self-service models.

3.   Strategies

a.   Serve as a strategic partner to the business to drive business results by creating organizational and people strategies to meet changing business requirements.

b.   Work with different functions to create strategies around employee engagement thus ensuring effective budgeting and manning for the entire organization to create a pipeline for critical talent.

c.   Educate businesses on HR trends that affect the business. Acquire business sponsorship for HR initiatives.

4.   Compliance

a.   100% compliance related to the function.

5.   Safety Responsibilities

a.   Be aware of and comply with all safety responsibilities and accountabilities as laid down in the Corporate Safety Management Manual.

1.2.5.1.6   General Counsel (GC)

The General Counsel (GC) is responsible for the organizations' legal affairs and represents the policies governing this function. The General Counsel serves as a strategic partner to drive business results through legal practices and review of contractual arrangements to comply with local law and international standards.

Reports to: Chief Executive Officer

1.2.5.2   GACA – Post Holders Structure

1.2.5.2.1   Accountable Executive (AE)

IOSA ORG 1.1.4; 1.1.12; 1.3.3

Reports to: Board of Directors

Nominated Post Holder for GACA: Accountable Executive

The Accountable Executive (AE) has the corporate authority to direct and control the organization at the highest level and is ultimately accountable for the safety of the certificated activities in the organization. He is responsible for the financial controls, human resources controls and organizational operational controls which includes the following:

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1. Irrespective of other functions, has ultimate responsibility and accountability on behalf of Riyadh Air for the implementation and maintenance of the safety management system (SMS) throughout the organization.

2. Has the authority to ensure the planning and allocation of resources necessary to manage safety and security risks to aircraft operations.

3. Has overall accountability for ensuring operations are conducted in accordance with conditions and restrictions of the Air Operator Certificate (AOC), and in compliance with applicable regulations and standards of Riyadh Air.

The Accountable Executive also is responsible for ensuring Riyadh Air follows the requirements of applicable authorities (i.e. regulations) as well as its own policies and procedures, which may exceed existing regulations or address areas that are not regulated. To ensure that Riyadh Air continues to meet applicable requirements, the Accountable Executive has designated a manager with the responsibility for monitoring compliance. The role of such a manager is to ensure that the activities are monitored for compliance with the applicable regulatory requirements, as well as any additional requirements as established and that these activities are being carried out properly under the supervision of the relevant head of functional area.

1.2.5.2.2   Vice President Corporate Safety, Security, Quality and Environment

IOSA MNT 1.1.3; MNT 1.2.3; MNT 1.4.1; MNT 1.4.3 Table 4.2; MNT 4.2.1

Reports to: Accountable Executive

Nominated Post Holder for GACA: Director of Safety

For details, refer to the Corporate Safety Management Manual, Section 1.3.2.

1.2.5.2.3   Vice President Flight Operations

IOSA ORG 1.3.3

Reports to: Accountable Executive

Nominated Post Holder for GACA: Director of Operations

For details, refer to the Operations Manual – Part A, Section 1.3.2.

1.2.5.2.4   Director Flight Crew

GACA Part 121.45

Reports to: Vice President Flight Operations

Nominated Post Holder for GACA: Chief Pilot

For details, refer to the Operations Manual – Part A, Section 1.3.3.

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1.2.5.2.5 Vice President Engineering and Maintenance

IOSA MNT 1.1.3; MNT 1.2.3; MNT 1.4.1; MNT 1.4.3 Table 4.2; MNT 4.2.1

Reports to: Accountable Executive

Nominated Post Holder for GACA: Director of Maintenance

For details, refer to the General Maintenance Manual, Section 1.7.2.

1.2.5.2.6 Chief Inspector

Reports to: Accountable Executive

Nominated Post Holder for GACA: Chief Inspector

For details, refer to the General Maintenance Manual, Section 1.7.4.

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1.2.6   Nominated Management Personnel

GACAR Part 121.45(f)(2), IOSA ORG 1.1.4, FLT 1.3.3

Management Personnel approved / accepted by GACA as per GACAR 121.45 (a).

Title	Name and Contact Info
Accountable Executive	**Mr. Hitesh Patel**
	M: +966 533051627
	Email: hpatel@riyadhair.com
Director of Safety	**Dr. Ahmed Alzehairi**
	M: +966 500009966
	Email: aalzehairi@riyadhair.com
Director of Operations	**Capt. Martin Eiba**
	M: +966 570401946
	Email: meiba@riyadhair.com
Chief Pilot	**Capt. Ziad Albaiz**
	M: +966 509959950
	Email: zalbaiz@riyadhair.com
Director of Maintenance	**Eng. Ali Al-Lafi**
	M: +966 505474079
	Email: alafi@riyadhair.com
Chief Inspector	**Eng. Bruno Conceicao**
	M: +966 535905975
	Email: bconceicao@riyadhair.com

Table 2 - Nominated Management Personnel

1.2.6.1   Nominated Management Personnel Change Notification

GACAR Part 121.45 (f)(3)

Riyadh Air shall notify GACA POI / PMI from the General Authority of Civil Aviation (GACA) at Riyadh Office, within 10 days excluding Fridays, Saturdays and public holidays from the date the change has been taken on any change (including delegation of authority) or vacancy of the identified key personnel.

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1.2.7   Delegation of Duty

Riyadh Air clearly defines the roles and responsibilities of individuals within its management system to establish a clear hierarchy of authority and responsibility. This hierarchy flows from senior management to all functional areas, and the delegation of responsibility is clearly communicated throughout the organization using organization charts.

For management positions critical to operational security or safety, more detailed job descriptions may be required to reflect the specialized requirements of these key positions. These specialized requirements may include any delegation of authority exercised by personnel on behalf of an authority.

Riyadh Air has a policy to ensure the delegation of duties within the management system to maintain managerial continuity when operational managers are unable to carry out their work duties. Telecommuting technology, such as teleworking, working from home, mobile work, remote work, and flexible workplace arrangements, as well as being on call and continually contactable, are acceptable means of remaining available and capable of carrying out assigned work duties.

To maintain effective communication and coordination with external entities, liaison with operationally relevant external entities is typically managed through the delegation of authority and assignment of responsibility to specifically designated management personnel. These authorities and responsibilities are typically outlined in the job descriptions of the relevant managers. Departmental Heads hold the responsibility of ensuring proper delegation of authority and assignment of responsibility within the management system.

Riyadh Air has an established procedure to ensure that a designated individual, or possibly multiple individuals, are identified to take over the responsibilities of any Operational Manager who is unable to fulfill their assigned duties. Riyadh Air may appoint delegates in advance or implement a process for selecting a temporary replacement. To adhere to this requirement, all Department Heads must establish a documented process for identifying a designated individual, or possibly multiple individuals, to maintain operational control and manage safety, security and regulatory compliance outcomes. An additional person should be delegated to assume the duties of any Operational Manager who is temporarily absent from their regular tasks.

A notification of this duty delegation can be disseminated throughout the management system via email or other appropriate communication channels. The following methods can be used to ensure duty delegation:

1.   The delegation of duties may be documented in the job description of the personnel.

2.   To ensure delegation the concerned personnel shall activate an Out of Office feature on their email to inform all individuals who may need to contact them. The notification must include the following:

    a.   Period during which the personnel will be unavailable.

    b.   Name of the personnel who will assume the responsibility (nominated deputies).

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    c.   Means by which they can be contacted in an Emergency.

3.   Whenever an Operational Manager is absent from the workplace, they shall notify the following personnel via official email:

    a.   Reporting Manager,

    b.   Direct Reporters,

    c.   All operational personnel throughout the management system and as applicable regulatory authorities,

    d.   Original Equipment Manufacturers, and

    e.   Other relevant external entities.

4.   In case of Unplanned casual or sick leave, the Reporting Manager, who will assign the duties to one of their direct reportees, shall be informed.

5.   In case of unforeseen situations where the employee may not be in a position to do so, it will be the responsibility of their Reporting manager to send the notifications as above and reassign the duties.

1.2.7.1   Notification and Handover for Managements' Delegation

The notification of delegation will be ensured by the Line Manager of the temporally absent manager.

The handover process will include the following:

1.   Current regulatory compliance matters.

2.   Changes or issues that may affect the current certificate of the GACA approval.

3.   Changes or issues that may affect ongoing maintenance activities on registered aircraft.

4.   Status of corrective actions originated from GACA and internal audits.

5.   General handover of the overall departmental activities.

The notification of delegation is done by the Line Manager via email and followed by a verbal handover during which notes are exchanged.

1.2.7.2   Assessment of Nominated Delegates

First tier delegation is followed in accordance with the Nominated Management Personnel identified in Section 1.2.6.

For cases where first tier delegation is not possible, GACA will be notified accordingly.

In such cases, the deputy will be assessed for fulfilling the requirements pertaining to the delegated position.

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The suitability and competence of the nominated delegate is determined once the eligible staff is deemed competent during his current functions which, consequently, is considered competent to delegate within the role allocated unless otherwise stipulated by the Line Manager.

1.2.7.3   Planned Delegation

The duties assigned to a Nominated individual cannot be transferred to another manager unless that manager has been explicitly designated as a "Delegated Nominated Person" for the specific function. In the event that a nominated individual is unavailable, their responsibilities will be assumed by the Delegate. However, the overall accountability for the function remains with the nominated individual.

The following principles apply to the delegation of duties, unless superseded by specific departmental procedures:

1.   Long-term absence (over 3 months): If a primary nominated individual or Operational Manager is unable to fulfill their responsibilities due to an extended absence, their delegate will automatically take over their duties.

2.   Short-term absence (1 to 3 months): In the event of illness, temporary absence, or vacation of an Operational Manager, their duties will be transferred to their designated delegate as mutually agreed upon.

3.   Ultimate responsibility: The individual delegating duties remains ultimately responsible for their assigned tasks, particularly for short to medium-term absences.

4.   Communication of absences: To ensure transparency and awareness, Operational Managers must inform the Management Meetings of any anticipated absences. These minutes are reviewed and addressed weekly. During periods of absence, an "Out of Office" message should be activated on the manager's email, specifying the duration of their absence, and providing alternative contact information.

1.2.7.4   Management of Lengthy and Temporary Absences

The following defines the procedure to show when and who can delegate for any responsible manager in accordance with GACA for the nominated management personnel identified above.

A lengthy absence is defined by an absence above 3 months period, being that any absence below these 3 months is classified as temporary.

It is the responsibility of the Line Manager of the absent manager to plan and manage the absence and delegate according to the assessment to fulfil the delegated functions.

In cases that it is anticipated that the 3 months period is exceeded, GACA will be notified.

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2   RIYADH AIR MANAGEMENT SYSTEM

2.1   POLICIES

2.1.1   Corporate Policy

Purpose

This policy aims to establish a set of guidelines for the effective management of Riyadh Air. These standards are meticulously crafted to uphold the airline's commitment to safety, security, and operational efficiency, safeguarding the interests of the company and its diverse stakeholders.

Scope

This policy encompasses all Riyadh Air employees engaged in the airline's management, including senior executives, middle management, supervisors and line staff.

Policy

Company Management is always held to a high standard of professional and ethical conduct. This encompasses, but is not limited to:

1. Making prudent decisions that prioritize the company's and its stakeholders' well-being.

2. Upholding the highest standards of integrity and honesty in all interactions with employees, customers, and suppliers.

3. Adhering strictly to all applicable laws and regulations.

4. Cultivating a positive and productive work environment that fosters growth and engagement.

5. Safeguarding the safety and security of passengers and employees.

6. Protecting the company's confidential information with utmost vigilance.

Company Management is responsible for the following:

1. Charting the airline's course by formulating and executing a strategic plan that aligns with its objectives.

2. Stewarding the airline's financial resources with prudence and foresight, ensuring financial stability and growth.

3. Overseeing the airline's operations with meticulous attention to detail, encompassing flight operations, maintenance, and customer service.

4. Investing in the human capital of the airline by hiring, training, and developing employees, fostering a culture of excellence and continuous learning.

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5.   Ensuring compliance with all applicable laws and regulations, upholding the highest ethical standards.

6.   Cultivating a safe and secure work environment that prioritizes the well-being of employees and passengers.

7.   Providing transparent and regular reports to the board of directors on the airline's performance, keeping stakeholders informed of progress and challenges.

8.   Creating best practices for airline management.

9.   Establishing clear, measurable, and attainable goals for the airline, providing a roadmap for success.

10. Developing and implementing a strategic plan that aligns with the airline's goals, translating vision into actionable steps.

11. Effectively communicating the airline's vision and values to all employees, fostering a shared sense of purpose and commitment.

12. Empowering employees to make decisions and take ownership of their work, promoting accountability and engagement.

13. Providing employees with the necessary training and resources to excel in their roles, investing in their professional development.

14. Creating a positive, supportive, and inclusive work environment that fosters collaboration and innovation.

15. Recognizing and rewarding exceptional performance, motivating employees, and reinforcing desired behaviors.

16. Holding employees accountable for their actions, maintaining a culture of integrity and professionalism.

Company Management play a pivotal role in shaping the success of any airline. By adhering to the standards and best practices outlined in this policy, airline managers can contribute significantly to ensuring the airline's safety, security, and efficiency, while safeguarding the interests of the company and its stakeholders.

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2.1.2   Safety and Quality Policy

Refer to Corporate Safety Management Manual, Section 1.1.1

2.1.3   Psychoactive Substances Policy

Refer to Problematic Use of Psychoactive Substances Program, Section 1.1.1

2.1.4   Business Continuity Principles

The purpose of these business continuity principles is to ensure that the Company can continue to operate in the event of a disruption. These principles are designed to protect the Company's assets, minimize disruption to customers and employees, and ensure that the company can recover quickly from a disruption.

These principles extend to all areas of the Company's business, including Flight Operations, Technical Operations, Ground Operations, customer service and corporate functions.

2.1.4.1   Principles

1. **Resilience:** The Company must be able to withstand disruptions. This means having systems and procedures in place to mitigate risks and respond quickly and effectively to disruptions when they occur.

2. **Recovery:** The Company must be able to recover quickly from disruptions. This means having a plan in place to restore critical business functions and resume normal operations as soon as possible.

3. **Communication:** The Company must communicate effectively with customers, employees, and stakeholders during a disruption. This means providing timely and accurate information, and keeping stakeholders informed of the Company's progress in recovering from the disruption.

2.1.4.1.1   Process

1. **Risk Assessment:** The Company will regularly assess the risks to its business and identify potential disruptions.

2. **Business Continuity Planning:** The Company will develop and maintain a business continuity plan that outlines how the company will respond to disruptions.

3. **Testing and Maintenance:** The Company will regularly test its business continuity plan and update it as needed.

4. **Communication:** The Company will develop a communication plan for use during a disruption. This plan should identify the key stakeholders who need to be informed of the disruption and how they will be informed.

5. **Responsibilities**:

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a.   All employees are responsible for complying with the Company's business continuity plan and for reporting any disruptions to their supervisor immediately.

b.   Supervisors are responsible for ensuring that their employees comply with the Company's business continuity plan and for investigating and reporting any disruptions to their manager immediately.

c.   Managers are responsible for ensuring that their employees comply with the Company's business continuity plan and for developing and implementing procedures to support the Company's business continuity plan.

6.   **Business continuity team:** The business continuity team is responsible for developing and maintaining the Company's business continuity plan, and for coordinating the Company's response to disruptions.

By following these principles, Riyadh Air can minimize the impact of disruptions to ensure that it can continue to operate and provide service to its customers.

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2.2   RIYADH AIR DEPARTMENTS

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2.2   RIYADH AIR DEPARTMENTS

This section outlines and provides guidance on the functioning of the various departments.

2.2.1   Flight Operations

The Flight Operations Department oversees the recruitment, training, and licensing of flight crew, cabin crew, and dispatchers, ensuring compliance with GACA regulations and maintaining an adequate number of approved pilots, cabin crew, and dispatchers to support the planning, execution and oversight of flight operations which ensures safe and efficient flight operations. Flight Operations in collaboration with Technical Operations monitors aircraft performance and maintains oversight of aerodromes and alternate aerodromes within Riyadh Air's operational network. All employees related to Flight Operations must adhere to flight operations processes, procedures, and training requirements.

For details, refer to the Flight Operations Manuals (OM-Suite).

2.2.2   Technical Operations

The Engineering and Maintenance Department of Riyadh Air is responsible for complete maintenance of all aircraft in its fleet to enable on time, safe and reliable operations, and to ensure compliance. They are also responsible for initial and renewal of aircraft clearances. The Quality Assurance vertical of Technical Operations is responsible for keeping a check on compliance with Riyadh Air standards and managing continuous improvement in procedures.

All Engineering and Maintenance personnel must comply with the following standards and procedures:

1.   All maintenance work must be performed in accordance with the manufacturer's instructions and applicable regulations.

2.   Only qualified and certified personnel may perform maintenance work on aircraft and aircraft components.

3.   All aircraft maintenance must be documented and recorded.

4.   All aircraft and aircraft components must be inspected and tested regularly to ensure it is in good working order.

5.   All maintenance work must be performed in a safe and professional manner.

For details, refer to the General Maintenance Manual.

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2.2.3 Ground Operations

The Ground Operations department bears the responsibility for ensuring the safe and efficient operation of Riyadh Air at all airports worldwide. They are fully accountable for delivering exceptional ground operations that adhere strictly to regulatory mandates, company standards, and prevailing industry best practices. Their comprehensive range of responsibilities encompasses passenger and aircraft handling, airport-based customer service, cabin cleaning and catering.

The Ground Operations Department of Riyadh Air is responsible for complete ground operations of all aircraft in its fleet to enable on time, safe and reliable operations, and to ensure compliance. Their responsibilities encompass passenger and aircraft handling, airport-based customer service, cabin cleaning and catering, initial and renewal of aircraft clearances. The Quality Assurance vertical of Ground Operations is responsible for keeping a check on compliance with Riyadh Air standards and managing continuous improvement in procedures.

All Ground Operations personnel must comply with the following standards and procedures:

1. All ground operations must be performed in accordance with the manufacturer's instructions and applicable regulations.

2. Only qualified and certified personnel may perform ground operations.

3. All ground operations must be documented and recorded.

4. All ground support equipment must be inspected and tested regularly to ensure it is in good working order.

5. All ground operations must be performed in a safe and professional manner.

For details, refer to the Ground Operations Handling Manual.

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2.2.4   Corporate Safety, Security, Quality and Environment (CSSQE)

The Corporate Safety, Security, Quality and Environment (CSSQE) Department is responsible for the implementation of SMS, accident/incident prevention, and the State Safety program, appropriate to the size and scope of operations that addresses the broad range of risk involved in scheduled operations to include, but not limited to, flight Operations, Engineering and Maintenance, and ground safety. To achieve this, the department will devise various programs aimed at identifying unsafe and non-standard procedures and practices in daily operations. Further, the department will initiate actions to timely mitigate the unsafe and non-standard procedures and practices that have been identified.

For details, refer to the Corporate Safety Management Manual.

The Security vertical of CSSQE, shoulders the responsibility of protecting Riyadh Air's passengers, employees, assets, and reputation from constantly evolving threats. Comprehensive Security policies, procedures, and protocols safeguard Riyadh Air against unlawful interference. It enables the security workforce to maintain robust prevention, preparedness, and response capabilities aligned with regulatory requirements, industry standards, and global best practices.

Strict adherence to security protocol is imperative for Riyadh Air security personnel across all locations and functions. The amalgamation of protocols allows security to build a layered, intelligence-driven defense to ensure the security and resilience of Riyadh Air.

For details, refer to the Corporate Safety Management Manual.

2.2.4.1   Corporate Quality Management (CQM)

The Corporate Quality Management (CQM) Department provides guidance for the quality assurance program which details Riyadh Air's policies and procedures to ensure all quality activities are integrated in compliance with GACAR Regulations and conform to IOSA/ISO standards wherever applicable.

The main responsibility of CQM is the audits of management system for operations and maintenance functions. This ensures that the organization is:

1. Complying and conforming with applicable regulations and standards,

2. Satisfying stated operational needs,

3. Identifying areas requiring improvement,

4. Identifying hazards to operations,

5. Assessing the effectiveness of safety risk controls.

For details, refer to the Corporate Quality Management Systems Manual.

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2   RIYADH AIR MANAGEMENT SYSTEM

2.3   CONTINUOUS IMPROVEMENT

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2.3   CONTINUOUS IMPROVEMENT

2.3.1   Continuous Improvement Program

GACAR Part 5.75/ IOSA ORG 2.1.1

Riyadh Air senior management is committed to continuous improvement as a cornerstone of its safety and operational excellence strategy. Aligned with local and international requirements, Riyadh Air 's Continuous Improvement Program aims to foster a culture of innovation, enhance safety performance, and ensure compliance with regulatory standards.

Riyadh Air Continuous Improvement Program is designed to achieve the following objectives:

1. **Identify and address safety hazards**: Proactively identify and prioritize safety hazards and risks through comprehensive risk assessments, incident investigations, and employee feedback mechanisms.

2. **Implement effective risk mitigation measures**: Develop and implement targeted risk mitigation measures, including process improvements, technology adoption, and training programs, to address identified hazards and risks.

3. **Enhance safety performance**: Continuously monitor and evaluate safety performance metrics to track progress, identify areas for improvement, and celebrate successes.

4. **Maintain Compliance**: Proactively stay abreast of evolving regulatory requirements and ensure ongoing compliance with GACA, and international standards.

Riyadh Air Continuous Improvement Program encompasses all aspects of the company's operations, including:

1. **Aircraft operations**: Flight planning, maintenance, and crew training.

2. **Ground handling**: Passenger and baggage handling, airport operations, and security procedures.

3. **Administrative tasks:** Safety management systems, risk assessment processes, and incident reporting procedures.

To achieve the objectives of the Continuous Improvement Program, Riyadh Air has adopted a comprehensive approach that includes the following strategies:

1. Periodic audits of all operations and services.

2. Periodic review meetings.

3. Periodic training of relevant staff.

4. Adaptation of industry best practices.

5. Analysis and implementation of software platforms.

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Riyadh Air Continuous Improvement Program is overseen by a dedicated Executive Review, chaired by the Accountable Executive, and comprises of representatives from various departments, including CSSQE, Flight Operations, Technical Operations, Ground Operations, and Human Resources. Executive Review Committee. They are responsible for:

1.   Approving continuous improvement initiatives and allocating resources,

2.   Monitoring and evaluating continuous improvement progress, and

3.   Ensuring alignment of continuous improvement activities with the company's overall safety and operational objectives.

 Riyadh Air s Continuous Improvement Program is an integral part of the Company's commitment to providing safe and reliable air travel services. By continuously seeking ways to improve safety performance, Riyadh Air is setting a benchmark for excellence in the aviation industry and upholding the highest standards of safety for its passengers, crew, and the general public.

2.3.1.1   Executive Meeting Plan

Department	Meetings	Frequency	Lead By
All Administrative and Operational Departments	Executive Review	Annual	CEO / AE
Corporate Quality Management	Quality Review Meeting	Bi-annually, or any other time deemed necessary by the AE	Chief Inspector
Corporate Safety, Security, Quality & Environment	Safety Review Board	Bi-annually, or any other time deemed necessary by the AE	VP Safety, Security, Quality & Environment
Corporate Safety, Security, Quality & Environment	Security Review Committee	Bi-annually, or during Security Emergencies	VP Safety, Security, Quality & Environment
Corporate Safety, Security, Quality & Environment	Operational Health Safety and Environment Action Group	Quarterly, or any other time deemed necessary by VP	VP Safety, Security, Quality & Environment
Operational Departments	Safety Action Group (SAG)	Monthly	Department Heads

Table 3 - Meeting Plan

CORPORATE POLICY MANUAL

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2.3	CONTINUOUS IMPROVEMENT	**Revision:**	00
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2.3.2   Executive Review Meeting

Annual Executive Review of the management systems and processes is an essential part of the continuous improvement program to ensure its continuing suitability, adequacy and effectiveness. The review includes the assessment of opportunities for improvement and the need for changes to management systems. The Executive Review Meeting is organized by the VP CSSQE and it is chaired by the CEO/AE and attended by all nominated management personnel (Post Holders) or their designates.

The Executive Review Meetings agenda will usually consist of:

1.   Audit results,

2.   Findings from operational inspections and investigations, including the status of corrective and preventative action,

3.   Incident, Accident, Occurrence reports and feedback,

4.   Changes in GACA and other applicable regulatory requirements,

5.   Operational Process Performance, and

6.   Results from implementation or rehearsal of the Emergency Response Plan.

The output from the Executive Review Meetings will typically include:

1.   Improvement of the processes throughout the management system,

2.   Safety and security requirements,

3.   Resource needs, and

4.   Targets for performance improvement.

2.3.2.1   Controls

1.   VP Safety, Security, Quality & Environment and Chief Inspector will ensure that the Executive Review Meetings are appropriately documented in the Minutes of Meeting (MoM).

2.   The date of the meeting when fixed, shall be defined in the company calendar.

3.   The CSSQE division is responsible for coordinating the follow-up and closure of Executive Review Meeting action items.

4.   The CSSQE will retain documentation related to the Executive Review Meetings, which will be available to all participants.

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2	RIYADH AIR MANAGEMENT SYSTEM
2.3	CONTINUOUS IMPROVEMENT

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2.3.2.2   Records

The following records will be maintained for Executive Review Meetings:

1.   Outlook calendar invitations,

2.   Meeting minutes, and

3.   Presentations used at the Executive Review Meeting.

2.3.3   Safety Review Board (SRB)

Refer to Corporate Safety, Security and Environment Manual (CSMM), Section 1.4.2.

2.3.4   Quality Review Meeting

Refer to Corporate Quality Management System Manual (CQMSM), Section 1.8.

2.3.5   Management of Change

GACA Part 5.74; IOSA ORG 3.2.2

Refer to Corporate Safety Management Manual, Section 3.4.

CORPORATE POLICY MANUAL

2   RIYADH AIR MANAGEMENT SYSTEM

2.4   COMMUNICATION AND INFORMATION SHARING

Issue: 00
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2.4   COMMUNICATION AND INFORMATION SHARING

2.4.1   Responsibility of Functional Heads

Effective communication is essential in Riyadh Air.

1.   The Accountable Executive and/or designated Management Representatives shall ensure that appropriate communication processes are established within the organization, and that two-way communication will take place to ensure the effectiveness of the operation.

2.   Safety communication includes the process of distributing information to maintain ongoing awareness of any issues that might affect operational safety, security and/or quality.

3.   Minutes of Meeting will be generated for each official meeting to document the results and actions required, if any.

The Communication System includes:

1.   Email.

2.   Fixed phones, and mobile phones.

3.   Safety and operational reporting systems.

4.   Letters, circulars, memos, bulletins.

5.   Information boards.

6.   ACARS/SATCOM.

7.   Meetings and interviews.

The communication methods available may be electronic or paper based.

2.4.2   Communication With External Organizations

Communication with external organizations is conducted through all/any of the above-mentioned communication methods.

For example, Riyadh Air communication tools support the integration of the document control system by using the email system for requesting and receiving confirmation, from external service providers and regulatory agencies when distributing Riyadh Air documents (manuals, revisions, certificates).

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2	RIYADH AIR MANAGEMENT SYSTEM	**Issue:**	00
2.4	COMMUNICATION AND INFORMATION SHARING	**Revision:**	00
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2.4.3   Corporate Communication

The communication system facilitates the use of the safety reporting (including voluntary and confidential reporting) system by all operational personnel and staff to report operational deficiencies, hazards, or safety concerns.

To improve the organization's safety culture, all employees receive ongoing information on safety issues, safety metrics, and specific hazards existing in different ways, including safety bulletins, safety circulars, operational bulletins, and safety magazines.

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2.4	COMMUNICATION AND INFORMATION SHARING	**Revision:** 00
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3   PERSONNEL POLICIES AND PROCESSES

3.1   LOCAL LAWS AND REGULATION

Issue: 00
Revision: 00
Date: 18-FEB-2024

3   PERSONNEL POLICIES AND PROCESSES

3.1   LOCAL LAWS AND REGULATION

Riyadh Air operates around the globe and is committed to respecting the laws wherever we do business. Riyadh Air is committed to compliance with the laws, rules, and regulations of the countries in which we operate. Each employee must comply with all applicable laws, rules and regulations when performing their duties.

Every Riyadh Air's employees are encouraged to report to their Line Manager any concerns relating to the above matters so that Riyadh Air can investigate and, where required, address and correct the concern. It is the responsibility of all employees to report concerns about violations of Riyadh Air's policies or suspected violations of law or regulations that govern Riyadh Air's operations. Any violators of the policy will be subject to investigation and disciplinary action.

CORPORATE POLICY MANUAL

3   PERSONNEL POLICIES AND PROCESSES

3.2   HR POLICY AND PROCESS

Issue: 00
Revision: 00
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3.2   HR POLICY AND PROCESS

3.2.1   Anti-Discrimination and Harassment Policy

Each Riyadh Air's employee shall maintain a professional and ethical business environment, with due respect to the customs and values of different cultural groups and nationalities. All employees are expected to treat each other fairly, with respect and dignity, and to provide a supportive and inclusive working environment.

At Riyadh Air, all staff are entitled to work in an environment that is free of harassment, bullying and discrimination. Harassment, bullying, and discrimination take many forms including, but not limited to:

1.   Unwelcome remarks, gestures, or physical contact.

2.   The display or circulation of offensive, derogatory, or improper pictures or other materials; including by email, WhatsApp, social media and/or on the internet.

3.   Offensive or derogatory jokes or comments (explicitly or by inuendo).

4.   Verbal or physical abuse or threats.

5.   Behavior and conduct that is disrespectful, discriminatory, or harassing in nature.

Employees should immediately report any cases of harassment they have witnessed and/or been subject to directly or indirectly to his/her line manager or a member of the People & Culture Department, for further investigation.

3.2.2   Equal Employment Opportunity Policy

Riyadh Air respects individuals of all backgrounds, capabilities, and opinions. It encourages an inclusive environment that promotes individual expression, innovation and achievement. Riyadh Air is committed to strong, ethical, and fair business dealings, promoting a corporate culture which is non-sectarian, non-political, socially, and environmentally responsible and conducts its operations with honesty, integrity, and respect by subscribing to the following values and principles, in accordance with KSA and other local laws:

1.   Fairness and integrity in all business dealings, including the ethical handling of actual or apparent conflicts of interests between personal and professional relationships.

2.   Respect for human rights and the dignity of all employees.

3.   Acceptance of diverse cultures, religions, race, and gender; and

4.   Adherence to professional standards of corporate governance and applicable laws.

To provide employment and advancement opportunities to all individuals, employment decisions at Riyadh Air will be based on merit, qualifications, abilities, and be in compliance with applicable KSA laws, regulations, and regulatory requirements.

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3	PERSONNEL POLICIES AND PROCESSES	**Issue:**	00
3.2	HR POLICY AND PROCESS	**Revision:**	00
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Riyadh Air provides equal opportunity to all employees and applicants and will not discriminate in employment opportunities or practices or engage in harassment on the basis of race, religion, gender, national origin, age, disability, pregnancy and maternity, marriage, or any other characteristic protected by the KSA or other local Labor Laws. Equal employment in hiring, promotion, transfers, compensation, benefits, leaves of absences and decisions about discipline and termination, to name examples, creates a work environment free from harassment and discrimination and lets us grow and thrive together.

Riyadh Air has zero tolerance for discrimination, sexual harassment or other unlawful harassment and will not tolerate any threatening, hostile, or abusive behavior by any employee, vendor, customer, contractor, third-parties, or agents of Riyadh Air. You should always feel free to go to your line manager with a question or concern. He or she is likely to have insight and experience in the matter and can seek expert assistance if necessary. You can also consult with the departments that provide oversight for the policy, in question, such as the People & Culture Department or the Legal Affairs.

CORPORATE POLICY MANUAL

3   PERSONNEL POLICIES AND PROCESSES

3.3   INITIAL AND CONTINUING EDUCATION

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3.3   INITIAL AND CONTINUING EDUCATION

The Learning & Development along with the Technical Training Sections from the Flight Operations Department and the Engineering & Maintenance Department are responsible for the annual planning and training programs to support Line Managers in conducting training needs analysis and evaluation.

Refer to Operations Manual Part D Manual, Section 2.

Refer to Technical Training Manual, Section 3.

CORPORATE POLICY MANUAL

3   PERSONNEL POLICIES AND PROCESSES

3.4   FITNESS FOR DUTY

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3.4   FITNESS FOR DUTY

Refer to Fatigue Risk Management System, Section 1.4.

Refer to Problematic Use of Psychoactive Substances Program, Section 1.1.1.

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3	PERSONNEL POLICIES AND PROCESSES	**Issue:**	00
3.5	CODE OF CONDUCT (COC)	**Revision:**	00
		Date:	18-FEB-2024

3.5 CODE OF CONDUCT (COC)

Riyadh Air's Code of Conduct ("**CoC**") applies to everyone at Riyadh Air around the world and outlines the expectations regarding employees, third-party representatives, contractors, consultants, and agents of Riyadh Air and guides their behavior towards their colleagues, supervisors, customers, suppliers, contractors, agents, and competitors.

This CoC guides the way Riyadh Air's works with its business partners, within our communities and each other and contains important information and resources that assist to conduct business legally, ethically, and responsibly and in accordance with Riyadh Air's values. Employees should all be familiar with the CoC and use it daily. The CoC is not designed to include all laws and policies that apply to the business and does not address every situation. It supplements the personal values, professional skills, and good judgement of the organization.

Riyadh Air management may amend the policies, or any part thereof in the CoC at any time. Every employee is responsible for reviewing the CoC for updates on a regular basis.

It is the responsibility of each Riyadh Air employee to:

1. Ensure their personal actions and conduct are in accordance with the defined CoC and values while performing duties, on the Riyadh Air premises, or when representing Riyadh Air in any manner.

2. Use good judgment, be accountable for their actions and perform their role with integrity and professionalism and responsibility when dealing with Riyadh Air's finances, products, partnerships, and public image.

3. Report any acts of breach of the CoC to the appropriate channels.

4. Abide by the local laws and regulations of the jurisdiction in which they are employed.

5. Comply with all applicable laws. This includes compliance with all environmental, safety and fair dealing laws.

6. Maintain fairness and integrity in all business dealings, dignity of all employees, acceptance of cultures, religions, race, gender, honesty, transparency, and accountability.

7. Maintain the highest standards of ethical conduct and sustain a culture of integrity, both in a professional and personal capacity.

8. Feel comfortable speaking their mind, particularly with respect to ethical concerns.

Riyadh Air employees are bound by their contract to follow the CoC while performing their duties. Disciplinary actions will be endorsed if an employee intentionally or repeatedly breaches this policy which may result in corrective action up to and including termination of employment.

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3	PERSONNEL POLICIES AND PROCESSES	**Issue:**	00
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3.5.1   Expectations from Employees

Below are expectations from all employees as responsible team members, promoting the values of the organization:

1. Read, understand and comply with the CoC, applicable organizational policies, manuals, and guidelines and the implications of non-compliance.

2. Conduct business in accordance with the contract of employment, spirit, and intent of all relevant laws and to refrain from any illegal, dishonest, or unethical conduct.

3. Perform duties with care, diligence, professionalism, and integrity.

4. Ensure timely attendance as per the policies of Riyadh Air.

5. Strive for the highest ethical standards required to meet legal or procedural requirements and to deliver outstanding quality services to customers (internal as well as external).

6. Treat colleagues with courtesy, professionalism, respect and be sensitive to their rights, duties, and aspirations.

7. Adopt friendly, professional, and helpful attitude in dealing with the public and each other, as ambassadors of Riyadh Air.

8. Avoid waste or extravagant use of Riyadh Air resources.

9. Refrain from using a position or relationship established in the course of performing duties to inappropriately influence or interfere with action being contemplated by the internal or external investigation authorities.

10. Refrain from taking improper advantage of any information acquired in the course of official duties.

11. Refrain from making disparaging public comments on matters relating to Riyadh Air.

12. Refrain from making personal statements or opinions, which could be implied as official comments or attacks against the administration of Riyadh Air, and which could cause disruption to the workplace and/or the reputation of Riyadh Air.

13. Behave in a manner that maintains or enhances the reputation and professional standing of Riyadh Air.

14. Supervisors and managers must not abuse his/her authority. We expect each to delegate duties to his/her team members and take into account their competences and workload. We encourage mentoring throughout the company.

15. Supervisors and managers must not abuse his/her employment benefits. This can refer to time off, insurance, facilities, subscriptions, or any other benefit Riyadh Air offers.

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3	PERSONNEL POLICIES AND PROCESSES	**Issue:**	00
3.5	CODE OF CONDUCT (COC)	**Revision:**	00
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All employees are expected to act with integrity, show respect and build trust. Additionally, leaders and managers have special responsibilities under the CoC. If you lead or supervise others, Riyadh Air requires you to demonstrate ethical leadership with the following actions:

1. Foster a positive work environment in which only legal, ethical, and responsible behaviors are acceptable. Bear this in mind when you hire, promote, delegate, or dismiss.

2. Model appropriate behaviors in line with our CoC.

3. Communicate the importance of ethically sound business practices. Discuss the ethical and legal implications of business decisions.

4. Provide employees with training and development to guide their performance, enhance their capabilities and grow their careers.

5. Use our performance review process to evaluate employees on what business objectives they achieve and how.

6. Identify and mitigate ethics and compliance risks, as well as other business risks.

7. Respond in a timely way to those who seek advice or raise concerns. Help them feel secure and at ease.

8. Keep commitments and manage employees' expectations.

9. Expect accountability among all employees, regardless of position or job title.

10. Manage conflicts of interest to achieve fair and appropriate outcomes.

3.5.2   Dress Code

This policy provides a general overview of appropriate dress code. No dress code can cover all contingencies so you must exert a certain amount of reasonable judgement in your choice of clothing worn to work or Riyadh Air events.

Personal appearance and presentation make an important contribution to instilling an effective working environment and enhancing the image of Riyadh Air.

Employees shall be expected to be professionally dressed and well-groomed when coming to work or engaged in work-related events, unless otherwise notified by Riyadh Air's Management.

Employees shall be respectful of the diversity of beliefs and refrain from displaying any religious symbols on their personal attire in Riyadh Air's premises or when representing Riyadh Air on official duties.

All employees shall abide by a professional dress code that is appropriate and they are always expected to maintain a neat and professional appearance when on duty, whilst being conscious of personal hygiene.

CORPORATE POLICY MANUAL

3   PERSONNEL POLICIES AND PROCESSES

3.5   CODE OF CONDUCT (COC)

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Employees are expected to dress in a manner that is appropriate to their working environment and to the type of work performed.

Some job families have their own uniforms appropriate to the nature of the work which are provided by the organization. In such instances, only uniforms approved by Riyadh Air may be worn.

Employees must abide by organizational and Department-specific policies and procedures, this includes any health, safety, environment, and security policies requiring the use of protective clothing and safety equipment.

Employees may wear any kind of jewelry that is regarded as generally acceptable at a workplace, except jewelry that does not comply with the safety regulations of their Department.

All clothing must be appropriate and comply with the safety regulations as may be required by the respective Department.

3.5.3   Responsible Use of Social Media

'Social Media and Digital Channels' is the term given to websites, applications and online tools that allow users to interact with each other and the public via the Internet by sharing information, opinions, knowledge, and interests. These online communication tools present a valuable way for us to reach out to each other, and to our customers, suppliers, consumers and professionals who use and endorse our products around the world.

Used correctly, Social Media can bring real value to Riyadh Air. However, used inappropriately, Social Media may damage Riyadh Air's reputation.

Employees are expected to use Social Media responsibly, professionally, while exercising good judgement and adhering to Riyadh Air's policies.

In order to protect the organization, employees should be mindful of the content created and posted, remembering that the internet is a public place that it is accessible to all.

Riyadh Air expects all employees to comply with applicable laws and government guidelines governing Social Media. When using any form of Social Media, employees must comply with this CoC. It's not permitted to disclose any Confidential Information about Riyadh Air or any of its employees, contractors, or third-party vendors. Riyadh Air does not encourage the sharing and being part of any political or social propaganda in any regard and especially not on behalf of Riyadh Air.

CORPORATE POLICY MANUAL

3   PERSONNEL POLICIES AND PROCESSES

3.6   CONFIDENTIALITY AND DATA PRIVACY

Issue: 00

Revision: 00

Date: 18-FEB-2024

3.6   CONFIDENTIALITY AND DATA PRIVACY

Employees are expected to protect the confidentiality of colleagues' personal, medical, family, and financial information. This is accomplished by not disclosing such information to anyone, internally or externally, other than those with a need for such information and when legally permitted to do so. When such information is transferred to those with a business need, the transfer is concluded securely, following the methods required by local laws and following Riyadh Air's Cyber Security, Legal Affairs and Compliance guidelines.

Riyadh Air collects, stores, uses, and shares personal information to run the business within the boundaries of legal requirements. Riyadh Air uses such private information only as needed for relevant business purposes and share with those only on a need-to-know basis as consented to by each employee independently under his/ her respective employment contract. Riyadh Air handles this data in accordance with our policies and applicable data privacy laws. These are designed to protect information from improper disclosure. All information relating to employment candidates and the employment or employment history of current or former colleagues is subject to Riyadh Air's policies.

Employees shall maintain the utmost confidentiality with regard to Riyadh Air and its information and abide by this policy. Its Confidential Information (as defined below) should be used only for company purposes and should not be disclosed to anyone outside of Riyadh Air, excluding the shareholder, members of the Board of Directors, members of the Board Subcommittees and the Riyadh Air appointed Secretariat General, shall prevent employees from raising a whistleblowing concern in accordance with local, applicable laws and/or as otherwise may be permitted in the context of raising concerns in respect of suspected wrongdoing, in accordance with local laws. Even within the company, only those individuals who truly need to know the Confidential Information to conduct their business should have access to such Confidential Information. If the contractual relationship between employees and Riyadh Air ended for any reason, employees must promptly return all Riyadh Air materials, property and/or any copies of any documents (confidential or otherwise) in their possession.

During employment or engagement by Riyadh Air and after leaving Riyadh Air, employees are required to secure and maintain the confidentiality of all Confidential Information acquainted as a result of performing work duties.

Riyadh Air may at any time and for any reason request you to return all Confidential Information. If so, requested by Riyadh Air, you shall immediately return to Riyadh Air all Confidential Information or proprietary property or documents and destroy all copies you have in digital or physical forms.

Employees must not disclose Confidential Information relating to Riyadh Air's business except when use, reproduction or disclosure of information is necessary for the proper performance of his/ her duties. Employees agree not to publish, reproduce, or otherwise disclose such information in whole or in part, in any manner or form, at any time, during or following the employment contract expiration or termination, nor to authorize or permit others to do so.

CORPORATE POLICY MANUAL

3   PERSONNEL POLICIES AND PROCESSES

3.6   CONFIDENTIALITY AND DATA PRIVACY

Issue: 00

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Confidential Information means all non-public information that may be useful to competitors or harmful to Riyadh Air, customers, guests, and employees, which may include customer, sales, marketing data, marketing plans, personnel records, research and technical data, business ideas, IP, copyright, computer software, financial, technical, litigation, or contractual information of whatever nature and format, or any other information that may be deemed confidential in its nature relating wholly or partly to employment or the affairs of Riyadh Air, which:

1. Is supplied by or on behalf of Riyadh Air, its associates or associated undertakings in writing or orally and whether before or after the date of an employee's engagement.

2. Is obtained by the employee by observation, in writing or orally, through or following discussions with the management, employees, agents, associates or associated undertakings.

3. Consist of any reports, analyses, compilations, studies, or other documents including information processed electronically, prepared by, on behalf of/for, Riyadh Air, its associates, or associated undertakings.

The Confidential Information of third parties on Riyadh Air premises and within its facilities shall also be protected. Such confidential information of a third party must not be brought into any of the Riyadh Air premises or facilities without that third party's written permission.

Employees must not exploit Confidential Information for their own benefit, or for the benefit of any other person or organization.

Employees agree to take such reasonable measures as are necessary to restrict access to such information to perform the work provided herein, i.e., on a "need to know basis".

Employees agree to immediately notify Riyadh Air, in the event they determine or has reason to suspect a breach of any of these requirements or restriction, and to provide written notification as soon as possible.

All documents and records (including photographs) generated during the performance of work or pursuant to an employee's Employment contract shall be for the sole use of and become the exclusive property of Riyadh Air.

Due to the proximity in which employees work, any information overheard or seen while in the course of performing work should be considered confidential and not revealed or discussed with family, friends or anyone else without prior written approval from management.

Employees are cautioned that it is a violation of this policy to disclose Confidential Information to co-workers who do not have a valid need-to-know.

Employees must not remove confidential material or proprietary property or documents without written authorization from their respective Line Manager.

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3	PERSONNEL POLICIES AND PROCESSES	**Issue:** 00
3.6	CONFIDENTIALITY AND DATA PRIVACY	**Revision:** 00
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Employees must notify each authorized person to whom any disclosure is made that such disclosure is made in confidence, that the Confidential Information shall be kept in confidence by such persons, and that such persons shall be bound by the provisions of this CoC.

If employees suspect in good faith any of the above is compromised, employees are responsible to raise the concern with their Line Manager.

CORPORATE POLICY MANUAL

3   PERSONNEL POLICIES AND PROCESSES

3.7   INFORMATION TECHNOLOGY POLICY

Issue:	00
Revision:	00
Date:	18-FEB-2024

3.7   INFORMATION TECHNOLOGY POLICY

3.7.1   Overview

Successful cybersecurity practices involve the participation and support of every Riyadh Air's employee and third-party supplier/vendor who deals with Riyadh Air's information and/or information systems. It is the responsibility of every user to know the responsibilities stated in this policy and to conduct their daily activities accordingly, in addition to complying with all Riyadh Air's Policies.

The guidelines for acceptable use are based on a culture of openness, trust and integrity with the objective of embedding cybersecurity practices as part of organizational behavior.

The Information Technology Policy – Acceptable Usage Policy is prepared to ensure that Riyadh Air's information assets are protected from illegal or damaging actions by individuals, either knowingly or unknowingly, resulting in financial, operational and/or reputational loss for Riyadh Air.

3.7.2   Purpose

The Information Technology Policy governs the rules acceptable to Riyadh Air with the usage of its information assets and information processing facilities. The Acceptable Usage Policy will allow end users to understand the cybersecurity requirements and policies to be followed for their day-to-day activities and provide measures to minimize the risks related to misuse of information assets and information processing facilities.

The employees are responsible for following and being aware of all corporate policies and the employee will be held to the investigative process for any violation of the policies.

3.7.3   Scope

This policy applies to all employees, Contractors, Business partners, and other third parties who use Riyadh Air's information systems and handle its data and information. This policy applies to both enterprise and cloud platforms.

The term 'Information Systems' and 'Information' includes, but is not limited to:

1.   Desktops / Laptops/ Tablets/ Mobile Phones/Handheld Devices (networked and stand-alone).

2.   Network support devices (includes active networking equipment, data ports, connecting cables.

3.   Wireless Access Points, VOIP phones, Audio / Video Conferencing Devices, and switches).

4.   Storage devices (for example, external storage, USB storage, Cloud Storage).

5.   Internal Applications, Tools, Software, Databases.

6.   Email and Collaboration services such as Webex and Microsoft Teams.

7.   Hardcopies and softcopies of data.

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3 PERSONNEL POLICIES AND PROCESSES	**Issue:** 00
3.7 INFORMATION TECHNOLOGY POLICY	**Revision:** 00
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CORPORATE POLICY MANUAL

4   DOCUMENTATION MANAGEMENT AND CONTROL

4.1   GENERAL

Issue: 00

Revision: 00

Date: 18-FEB-2024

4   DOCUMENTATION MANAGEMENT AND CONTROL

4.1   GENERAL

The Riyadh Air documentation management and control system is a centralized process that provides operational control and standardization of documentation. The information in this chapter provides the standardized presentation of the content and format of Company documents and manuals, and the detailed procedures for managing Company records.

Riyadh Air shall maintain a complete set of manuals at its principal base of operations and shall furnish a complete set of manuals to GACA. Riyadh Air shall also make available, or provide, applicable parts of the manual (user manuals) to the flight and ground operations personnel who conduct or support flight operations. Each employee who holds a manual will be sent updates as and when a manual is updated. Each employee must have access to appropriate manuals or parts of manuals when performing their assigned duties. Riyadh Air manuals, mandatory for operations as per GACA, are kept on Company-issued Electronic Flight Bags (EFBs).

CORPORATE POLICY MANUAL

4	DOCUMENTATION MANAGEMENT AND CONTROL	**Issue:**	00
4.2	COMPANY MANUALS	**Revision:**	00
		Date:	18-FEB-2024

4.2   COMPANY MANUALS

According to this Documentation Management System, Riyadh Air will maintain its Company manuals in a uniform manner and in compliance with GACA regulations and eBook, Volume 4. The policies and procedures for all Company manuals are described in this Section. An illustration listing all applicable Company manuals is provided in the section below.

4.2.1   Manuals Hierarchy

The manuals at the top of the hierarchy establish guidelines and parameters that lower-level manuals must comply with. A color-coded figure has been created to help users understand the types of information, their level in the documentation hierarchy, and whether they require GACA approval, GACA acceptance, or are airline approved documents.
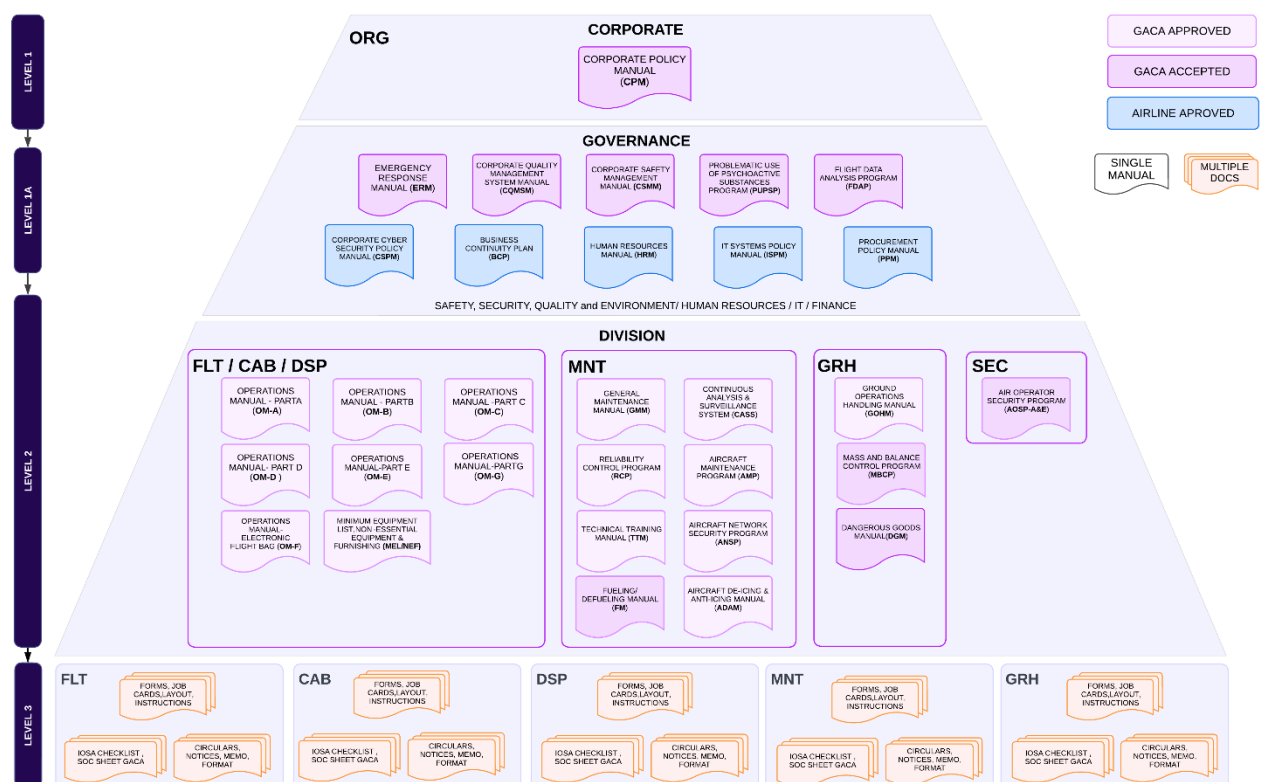

Figure 3 - Manual Hierarchy

CORPORATE POLICY MANUAL

4   DOCUMENTATION MANAGEMENT AND CONTROL

4.3   EDITORIAL INSTRUCTIONS

Issue: 00

Revision: 00

Date: 18-FEB-2024

4.3   EDITORIAL INSTRUCTIONS

To avoid any misunderstanding within Riyadh Air manuals, certain words are to be interpreted as having specific meanings when they are used unless the context requires otherwise:

1.   Words importing the singular include the plural,

2.   Words importing the plural include the singular; and

3.   Words importing the masculine gender include the feminine.

The following protocols are to be used in all Riyadh Air Manuals:

1.   "Company" stands for Riyadh Air.

2.   The gender-neutral third-person singular pronoun" they/them/their/theirs" is used throughout.

When used, the following terms shall have the meaning described below:

1.   "Shall", "will", "must", or an action verb in the imperative sense means that the application of a rule, procedure or provision is mandatory.

2.   "Should" means that the application of a procedure or provision is recommended.

3.   "May" means that the application of a procedure or provision is optional.

4.   "No Person May/ Shall": Establishes a strict prohibition. For example, "No person may operate an aircraft without a valid and current license".

5.   "Approved" means that the Authority or Riyadh Air has reviewed the method, procedure, or policy in question and issued a formal written approval.

6.   "Accepted" means that the Authority or Riyadh Air has reviewed the method, procedure, or policy and has neither objected to nor approved its proposed use or implementation.

7.   "Prescribed" means that the Authority or Riyadh Air has issued a written policy or methodology which imposes either a mandatory requirement if it states "shall", "will", "must" or an action verb in the imperative sense; a recommended requirement if it states "should"; or a discretionary requirement if it states "may".

8.   The imperative word "Note" is used to emphasize or indicate the importance of an operating procedure, technique, and recommendation.

9.   "Caution" is used when an operating procedure, technique, and recommendation may, if not carefully followed, result in damage to equipment.

10.   "Warning" is used when an operating procedure, technique, and recommendation may, if not carefully followed, result in personnel injury or loss of life.

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4   DOCUMENTATION MANAGEMENT AND CONTROL

4.4   DOCUMENTATION POLICY

Issue: 00

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4.4   DOCUMENTATION POLICY

All required regulatory documentation issued by Riyadh Air shall be approved or accepted by GACA or as required by Riyadh Air's internal approval policy.

The management of the revision process shall be the responsibility of the Chief Inspector or his designated delegate to make an amendment or revision. Document revisions are subject to the general policies adopted by Riyadh Air for the correction of all Company manuals.

The soft copy of this manual will be available in the Riyadh Air Documentation System with a back-up on the Company server.

Each user of a Riyadh Air manual, instruction, or form shall inform the Quality Department if the document is not legible, not readily identifiable or contains an error.

Riyadh Air shall maintain at least one complete copy of the manuals at its principal base of operations.

4.4.1   Supplemental Operation (Technical)

If Riyadh Air's supplemental operations are service stations where all the manuals required to perform all scheduled maintenance are available, then those publications do not need to be carried onboard the aircraft en route to those stations.

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4   DOCUMENTATION MANAGEMENT AND CONTROL

4.5   FLIGHT SAFETY DOCUMENTS SYSTEM (FSDS) POLICY

Issue: 00

Revision: 00

Date: 18-FEB-2024

4.5   FLIGHT SAFETY DOCUMENTS SYSTEM (FSDS) POLICY

The Flight Safety Documentation section has been established as a centralized documentation system under the framework of GACAR Part 5, Appendix A, Sub-para III.

The purpose of establishing a centrally controlled or coordinated Flight Safety Documentation System (FSDS) is to ensure a standardized documentation product throughout the organization i.e., all documents produced by Riyadh Air conform to a corporate standard. This ensures organization-wide consistency in documentation philosophy, format, and presentation of content. The standardization shall also include:

1.   Writing style and use of graphics and symbols.

2.   Terminology; and

3.   A reliable location of for specific types of information including consistent use of units of measurement and use of codes.

4.5.1   Function of Flight Safety Documentation System

The functions of the FSDS section are summarized as follows:

1.   To produce the Company documentation of the highest standards considering human factors principles, and in coordination with the Manual Owner to provide user-friendly and effective documentation for users.

2.   Coordination amongst Company departments to standardize and cross-reference all manuals and contained procedures/policies within the publications and to ensure that documentation meets regulatory standards and ISARPs. This process will also ensure that consistency is maintained across the Company for procedures and policies.

3.   To recommend editorial practices and presentation of material in Company documentation.

4.   For any Management of Change, the documentation team in coordination with Manual Owner shall ensure that operating documentation is updated in a timely manner. Examples:

    a.   Changes resulting from the installation of new equipment.

    b.   Changes in response to operating experience.

    c.   Changes in policy and procedures.

    d.   Changes in regulatory / IOSA requirements.

5.   To provide technical support to the Operations Department to ensure the timely implementation of revisions, document structures, and procedures.

6.   To maintain reliable standards for existing manuals and development of document structure specifications for new documents.

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7. To manage the electronic documentation library and thus, ensure that only current documentation is available to Company employees.

8. To improve the documentation production process by implementation, integration, and usage of the latest software packages e.g., a content management system.

4.5.2   Co-ordination with the Manual Owner

To produce error-free, quality manuals, the Technical Publications Department personnel shall coordinate all documentation activity with the Manual Owner.

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4.6   DOCUMENTATION MANAGEMENT

This section introduces the documentation processes and procedures. It defines the system that controls the quality and currency of the information available to direct the operation to assure operational and airworthy activities are done in accordance with regulation, approved procedures and limitations, and industry best practices.

4.6.1   Types of Documentation

All company documentation must be approved through the internal Company process. In addition, to the GACA approval process.

The following types of documentation can be drafted using means elaborated in the below sections.

GACA Approved - Those publications that require documented approval by the GACA. The GACA approval is noted by GACA signature on the LEP.

GACA Accepted – These are publications where GACA can provide input and can object, but formal approval is not needed.

Company Approved – These are publications where GACA is not involved, and the content is unrelated to the operation of Riyadh Air. After internal approval, they can be posted at once and distributed through the DMS.

4.6.1.1   URL-Based Documentation

Documentation that is available through the intranet, extranet, or internet-based resources; the controlled version of documents is always presented or displayed to users electronically. Such documentation is URL-based and is typically displayed as an HTML page.

Characteristics:

1.   Controlled content is displayed to users as a web page through an electronic medium,

2.   Amendment to the document by Riyadh Air is not possible,

3.   Listing of such documentation used by Riyadh Air,

    a.   OEM websites are used in operations and maintenance

    b.   Documentation provided by Regulatory Authorities.

4.6.1.2   Software-Based Documentation

Documentation available from software developed by the user or bought from commercial providers; the controlled version of documents is always presented or displayed to users electronically.

Common identifiers of information in such programs are navigable frames or modules. These frames or modules can be mostly referred to by a path to, or a title of, the respective module.

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Characteristics:

1. Controlled content is displayed to users in various software applications through an electronic medium,

2. Amendment to the document is initiated by Riyadh Air but performed by another entity,

3. Listing of such documentation used by Riyadh Air:

    a. DMS – used for online management of company documentation,

    b. Electronic Flight Bag solutions,

    c. Flight planning solution.

4.6.1.3   Files on Servers

Files on servers, as available from server files (e.g. .doc, .pdf files) can be accessed through organization-wide networks. The controlled version of documents may be presented or displayed either electronically or on paper. Each version of such documentation must display a version identifier and an effective date.

Characteristics:

1. Controlled content is displayed to users in conventional user files through an electronic medium or is displayed in printed form in a paper document. Whether displayed electronically or on paper, it must include a version identifier and effective date,

2. Amendment to the document is controlled by the document owner,

3. URL-based documentation is downloaded by a third-party service provider to Riyadh Air servers and then treated as files on servers (FCOM, QRH, MMEL),

4. Listing of such documentation used by Riyadh Air:

    a. All company manuals maintained on DMS,

    b. Backup of files on server's documentation on onboard computing devices,

    c. Departmental forms, reports, and job cards are saved on company cloud or server storage.

4.6.1.4   DMS System Description

The Document Management System (DMS) is the corporate library used to control Company, Manufacturer, Vendor Manuals and User Guides. The Technical Documentation Department and the Information Technology team will each ensure that the system:

1. Is protected from viruses, malware, and other external threats,

2. Is backed up daily, with backup media/files transferred offsite for recovery,

3. Employs User and Security Policies that prevent unauthorized access, or modification of files,

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4. Has sufficient storage capacity to hold the required data,

5. Provides both online and written user guides for the use of the system.

4.6.2 General Instructions for Format and Style of Manuals and Forms

4.6.2.1 Layout and Specific Format for Manuals

Figure 4 - Manual Layout

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4.6.2.1.1 Manual Landscape Layout

Figure 5 - Manual Layout Landscape

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4.6.2.2   Form

Forms are effective in controlling a process, gathering information, documenting a record, or providing instruction. Riyadh Air form numbering indicates the division and general purpose of the form.

All forms must be prepared and maintained in conventional paper format (book form), eBook or other forms such as computer-based storage with an electronic image (electronic document). Anytime a GACA-approved form is printed it becomes uncontrolled.

Figure 6 - Form Template

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4.6.2.3   Table of Contents

Each manual should have a Table of Contents containing lists of the major topics with their respective page numbers.

Figure 7 - Table of Content Layout

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4.6.2.4   Revision Control

Each manual should be easy to revise. Also, each manual should contain a Record Highlight section, from which the user can readily determine whether the manual is current. The layout of this page or section should preferably follow that of the table of content page, but it may be organized in any logical manner. The control date of the most recent revision of each individual page must appear on each page.

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 vertical revision bars.

Figure 8 – Revision Highlights Layout

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4.6.2.5   Introduction Page

The first part of the user manual is an introduction containing a brief statement about the manual's purpose, applicability, and the intended user.

4.6.2.6   References

Manuals must include references to specific regulations when appropriate. A reference to regulations or other material in manuals is appropriate when it is necessary to clarify the intent of the text or when it is useful to the user for looking up specific subject matter. References should not be made to advisory circulars, guidance material (GM), or preambles of any applicable regulations, as these sources are advisory and not binding in nature. Document owners should use caution when adapting the text of advisory documents into their manuals because the advisory text may not translate into a directive context.

4.6.2.7   Abbreviation, Acronyms and Definitions

Significant terms, acronyms and abbreviations used in manuals will be defined in all manuals for ease of reference.

4.6.2.8   Grammar Concepts

The following grammar concepts should be adopted:

1.   Manuals and forms should be constructed using simple and understandable language with sentences kept short and to the point.

2.   Repetition should be avoided.

3.   Regulations must not be copied verbatim but must be tailored to the operation of Riyadh Air.

4.6.3   Document Revision Process

The procedures outlined in this section detail the process of incorporating revisions into the DMS. Manual revisions may be required due to regulatory changes, self-disclosures (error/correction/improvement), technology changes, operational changes, organizational changes, or any of a multitude of factors. The policy and procedures contained in this chapter are focused on the activity of revising existing manuals. It is important that during the revision process all the requirements of this Manual is followed to assure a coordinated outcome compliant with regulation, that there are no unintended consequences, and all interfaces are addressed.

The Process Flow described in 4.6.3.1 generally applies to the entire documentation suite developed by Riyadh Air. A few exceptions apply due to the operational nature of the documents to be published. Some of these documents such as the FCOM, QRH and MMEL do not follow this company manual revision cycle.

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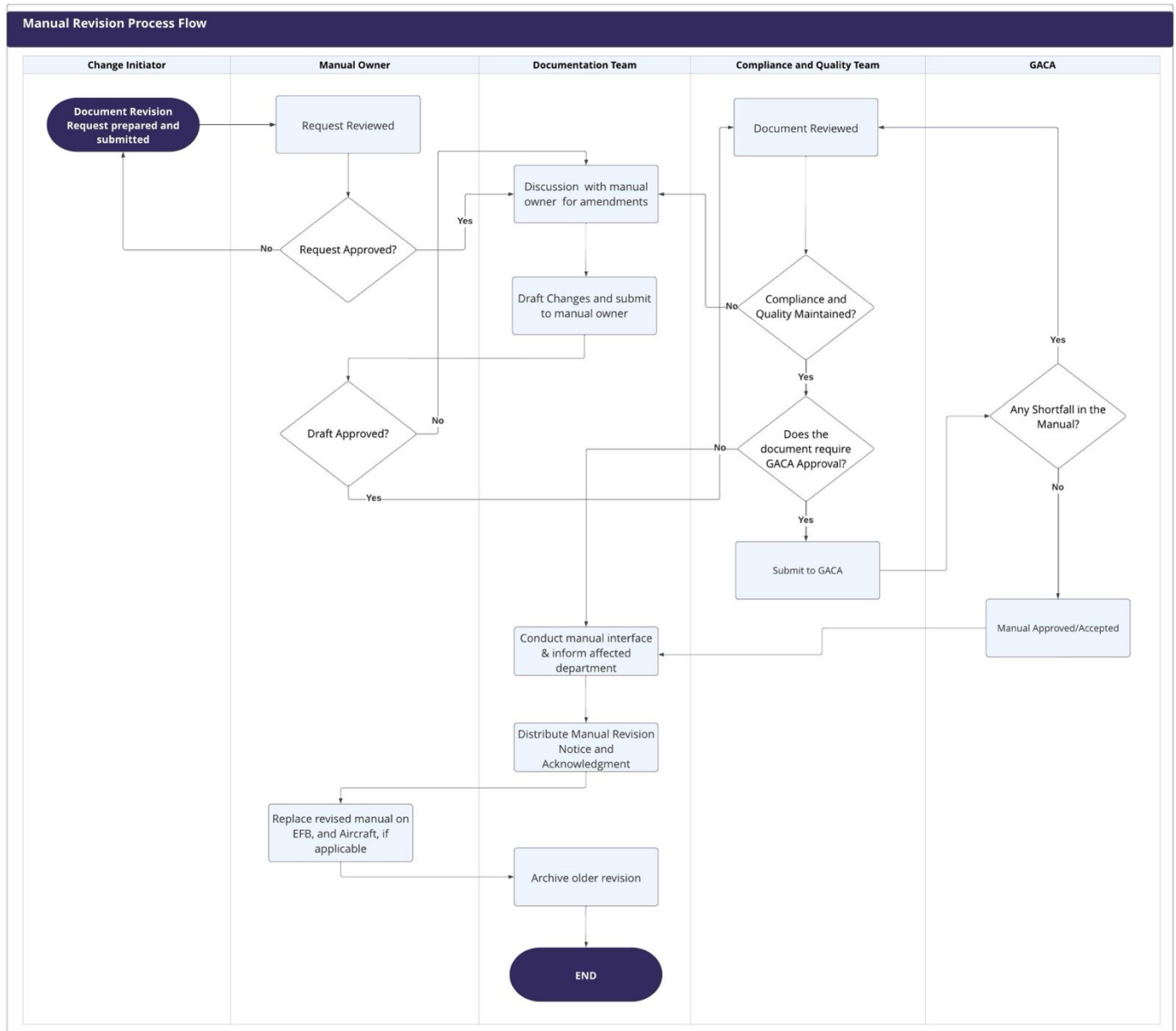| 4	DOCUMENTATION MANAGEMENT AND CONTROL	**Issue:**	00
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4.6.3.1   Process Flow

Figure 9 - Document Revision Process

4.6.3.2   Revision Incorporation

Manual revisions incorporate multiple changes including integrating proposed amendments that may have been accepted in the DMS but not published and distributed, including information from other Level 3 documents.

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There are several different actions taken when a manual is revised to provide visibility and controls of the information contained in the changes.

Visibility of change is provided using "change bars" throughout the manual to indicate what text is different from the previous version of the manual. This provides ease of visibility to the changed text. The Record of Revision will accompany all revisions to quickly identify the content on which the revision was created.

A control to assure the manual contains the latest information comes from a system of dating each page in the manual. If a page includes some change from the previous version of the manual, then the date on that page will change. The beginning of the manual includes the "List of Effective Pages" which includes the date that should appear on each page in the manual.

4.6.3.2.1 Change Bars

1. Vertical bars running along the text form, or figure on a page indicates some change since the previous version of the manual.

2. The bars are to be located so that they will be visible on the outside margin of the page when the manual is in printed format. This could include revision bars on both the left and right margins in the event technical publications technology is unable to determine which margin of a page will be the outside one. But the minimum requirement is for the bar to appear along the outside margin.

3. When a paragraph, table, form, or figure is removed from a page and there is no other change on the page, a change bar will be added to a small space where the material was removed.

4.6.3.2.2 Page Revision Control

When a new revision is issued, the revision number of the manual is changed, and the date of approval is changed. Any revised pages throughout the manual will include the new revision number and date in the top right-hand corner of the page.

Figure 10 - Page Revision Control

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The List of Effective Pages (LEP) at the front of the manual will be replaced with each revision. It details the revision level and date that corresponds to each page in the manual. The documentation team will review the manual pages and the LEP to ensure they coincide. Each page of the LEP includes an area for GACA to sign and will be stamped to indicate GACA approval or acceptance, as required.

Figure 11 - List of Effective Pages

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4.6.3.2.3   Record of Revision

Record of Revision is used to quickly identify the revision of the manual and its implementation. The Record of Revision page may not be all inclusive of the changes and does not prevent the manual holder from fully reading and understanding the content on each manual revision.

4.6.3.3   Documentation Access and Protection

All employees have access to relevant documentation using a dedicated company domain login ID and password.

4.6.3.4   Back-Up and Security

All departments will have a back-up for critical files and databases. DMS performs a scheduled generation of back-up of files stored in a dedicated cloud.

General policy dictates that all records and files on servers are backed-up at least once every 24 hours. In case of system failure, the concerned department may recover the last back-up file from the dedicated cloud server.

4.6.3.5   Documentation Retention

GACA Part 121.1565

Refer to OM-A Section 2.1.5.1 for Flight Operations.

Refer to GMM section 6.1.3 for Engineering and Maintenance).

Records are retained for the applicable period as defined by GACAR 121.1565 Document Retention.

4.6.4   Documentation Review, Approval and Distribution

4.6.4.1   Documentation Review and Approval

Document review and approval shall be done by the Manual owner or his delegate and by the documentation team, for more details refer to section 4.6.3.1.

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4.6.4.1.1 Manual Authority Assignment

The following table depicts department level functionality during the manual revision process.

	Content & Regulatory Compliance	Document Revision	Document Quality	Review and approve	Manage Documentation
Departments	✕			✕	
Documentation Team		✕	✕		✕

Table 4 - Manual Authority

	VP Flight Operations	VP Engineering & Maintenance	VP Safety, Security, Quality & Environment	Director of Cabin Crew	VP Ground Operations	Chief Inspector	Director Security
Corporate Policy Manual						✕	
Corporate Quality Management System Manual						✕	
Corporate Safety Management Manual			✕				
Emergency Response Manual			✕				
FDAP			✕				
PUPSP			✕				
Operations Manual Suite	✕						
Cockpit Checklist	✕						
Passenger Briefing Card				✕			
Fatigue Risk Management	✕	✕	✕	✕	✕	✕	

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GMM		×				×	
CASS		×				×	
MNT Training Program		×				×	
Reliability Control Program		×					
Aircraft Maintenance Program		×					
Aircraft Network Security Program		×					
MEL/NEF Program		×					
De/Anti Icing Procedures Manual	×	×					
Fueling/Defueling Manual	×	×					
Security Manual (English/Arabic)							×
Ground Operations Handling Manual					×		
Dangerous Goods Training and Handling Program					×		
Exit Seating Program (OM-E)	×			×	×		
Carry-on Baggage Program (GOHM)	×			×	×		

Table 5 - Manual stakeholders

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4.6.4.1.2 Common Language

All company manuals shall be prepared in the English language. Eventual references to other languages are allowed keeping in mind the necessity of English translation in such cases. The Security Manual must also be published in Arabic.

4.6.4.1.3 Source Reference Identification

Regulated company manual shall be based on the following source references:

1. The Civil Aviation Act of the Kingdom of Saudi Arabia adopted by Royal Decree m/44

2. GACA Safety Regulations

3. GACAR eBook

4. Aviation Investigation Bureau Regulations (AIBR)

5. Operations Specifications (Ops Specs)

6. Related OEM Documentation and Approved/Acceptable Data

7. ICAO annexes and documents (as applicable)

8. IATA standard practices (as applicable)

9. Other manuals within the company library

Each section of the company manuals shall refer to the appropriate section of the GACAR and/or the applicable reference if any.

Each document owner is responsible for reviewing the above-mentioned resources to evaluate possible changes and assess the impact these changes may have on the content and meaning of the respective manuals. kept

4.6.4.1.4 Onboard Technical Documentation

Onboard technical information like FCOM, AFM, FCTM, etc. is on the company issued EFBs.

4.6.4.1.5 Revision Of Forms

To update any form, the Document Revision Process is followed (refer section 4.6.3.1). All forms have the revision number mentioned by date in the top right-hand of the form in the format: MM.DD.YYYY. Revised forms will be available on the DMS as soon as they are approved. When forms are revised, the sample contained in respective manuals will be updated. Through the Document Revision Process, the Documentation team will include instructions to replace old copies of forms with new forms and will send updated copies of the forms to relevant personnel.

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4.6.4.1.6   Notification Of Revisions and Changes

When a new publication, revision or issue of the document is published and approved, DMS sends out a notification to all the document holders of the date and time when a new publication is becoming valid. The new revisions or changes will only be effective when:

1.   The new publication will become available on DMS.

2.   The new publication will be in the hands of all document owners (in case of no access to DMS).

Therefore, the day of validity will normally be later than the effective date and shall be discussed with the owner of the document and the Authority, if applicable.

4.6.4.1.7   Manual Notices

If an update cannot await the regular cycle of a manual revision, a Manual Notice (MN) is issued. The MN numbering system includes a numerical reference indication release year and sequence i.e. "2024-001"

The Record of Manual Notices will detail the MN Number, Issue Date, Applicable Date and Expiry Date. Under Changes/Highlights a brief description shall be made to indicate the affected Manual Section and include the proposed changes.

4.6.4.2   Documentation Distribution

All company manuals are available on the DMS, and the information is readily available to anyone with a domain ID and a password. There may be generic sign-in, and passwords provided where local management is authorized to pass along that information to persons (3rd Party/staff recruitment), they authorize for DMS access. Where necessary, hard copy distribution is assigned to individuals or the aircraft. Individuals are responsible for ensuring all revisions are processed in a timely manner in accordance with the Revision Control process. They may make their hard copy available to anyone in their work area at their discretion. Revisions to aircraft copies will be coordinated by the Documentation team and the manual owner.

4.6.4.2.1   Document Available Online

The documentation team shall upload the latest revision of documents to DMS as XML files. Documentation on DMS is accessible to all authorized users. The content in XML format may have the same look and content structure as a paper document.

4.6.4.2.2   Paper Distribution

The Documentation team distributes paper copies of manuals. A label on the front of the paper manual will include a unique control number and the statement, "Controlled by Company Publications". The control number ties that copy of the manual to the manual holder. The Document Acknowledgment Form (Refer Appendix 4) is used to control hard copy distribution of manuals as well as revisions to the

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approved manual. It is used to close the loop to ensure each manual holder has the most current revision, temporary revision, or bulletin. Upon receipt of a new manual or revision, the manual holder should read the Document Acknowledgment Form, sign, and return it to the Documentation team within 10-days Initial receipt of manuals is determined by the manual holder's signature on the Document Acknowledgment Form.

4.6.4.2.3   User Responsibility

Required information contained in a controlled paper manual, or from the DMS may be printed, copied, or downloaded to a computer in whole or in part. However, the user is responsible to assure the currency of that information before each use. They are encouraged to destroy the paper or delete the information once the task is complete. It is the responsibility of all document holders to ensure they have the most current revisions.

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4.7   EXTERNAL DOCUMENTATION

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4.7   EXTERNAL DOCUMENTATION

4.7.1   Delivery of External Documentation

Publications and documents received from the General Authority of Civil Aviation and other regulatory agencies/authorities, manuals and documentation received from the original equipment manufacturers are reviewed on a regular basis by the respective department. A log of such a review shall be considered as a control tool. However, any publication provided by the manufacturers and/or regulatory Authority (s) through the Internet shall be checked via their respective websites, with the username and password provided. Review timelines are specific to each external document as follows:

1.   GACA, and other applicable regulations to be reviewed on a weekly basis by the CSSQE department,

2.   Airworthiness Directives to be reviewed by the Engineering and Maintenance Department on a bi-weekly basis,

3.   Manufacturers Aircraft Flight Manual (AFM), including Performance data, Weight and Balance Data/Manual, Checklists and MEL/CDL to be reviewed by the Flight Operations Department on a biweekly basis,

It is the responsibility of the respective departments nominated personnel to monitor OEM updates and notify respective users. Employees also use other external documentation based on subscription (Jeppesen charts, AIP, ICAO Documents, etc.). These manuals are distributed directly to the respective departments. A list of external documentation required by Operations and Maintenance shall be available in the company's corporate library and published via DMS.

Any department dealing with external documentation shall document and introduce a process for external documentation acceptance, revisions, storage, and disposal.

4.7.2   Interface Procedures

Documentation is received from external sources (e.g., GACA, OEM, Jeppesen, etc.), for this purpose, the respective department is responsible for creating separate interface procedures to ensure the on-time delivery of external documentation to cover their internal requirements. Such procedure shall ensure that in case of change, breakdown, or discontinuity in the interfaced activity, proper actions will be taken to ensure safe operations.

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4.8   QUALITY MANAGEMENT PUBLICATION

4.8.1   Controls

The quality of the documents contained within the DMS is controlled through several different methods and programs. The process and procedures outlined in this section represent a control which can be adopted by all manual owners forming a team which includes Manual Owners, SMEs, and documentation team is desirable to implement publication control.

4.8.1.1   Annual Meeting

Once a year, all Riyadh Air Manual Owners' will attend a publication meeting.

During the meeting, the attendees will:

1.   Review all action items from the previous meeting.

2.   Review all documented findings, or irregularities submitted since the last meeting.

3.   Discuss possible impact on other departments.

4.   If findings, or irregularities, require a procedural change, the Document Revision Process (refer section 4.6.3.1) will be followed.

5.   Recommend an action plan or corrective action for each remaining open finding, or irregularity.

6.   Close out findings, or irregularities, that require no further corrective action.

7.   Assign an action item to the appropriate department head for open findings, or irregularities.

8.   Ensure that all relevant information is documented and maintained on file with the Quality Department.

9.   Carry forward open findings or irregularities to the next meeting.

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4.8.2   Measures

4.8.2.1   Aircraft Documentation Control Process

Company aircraft are required to have specific manuals, charts, and forms available during all phases of the flight (aircraft library). These manuals may be in hard copy or an approved electronic form. The manual owner and Documentation team are responsible for ensuring that each aircraft is updated with the latest revision.

4.8.2.2   Process

Aircraft documentation will be updated using the following process:

1.   When manual revisions occur, the Technical Documentation Department will crosscheck the aircraft's mandatory documentation list to see if the manual revision affects the manuals in the aircraft library.

2.   If the revision affects the aircraft library, the Technical Documentation Department will distribute copies of the revision to the Base Station personnel who will be responsible for ensuring the revisions are properly filed on all company aircraft.

3.   The manuals will be updated, and the Revision Acknowledgment completed and returned to the Documentation team.

4.   The Documentation team will advise the OCC of the revision status onboard the aircraft.

4.8.2.3   Flight Operations Procedure

After receiving notification from the documentation team, dispatch will update the latest publications revisions list on the EFB. The crew will cross check the list and ensure they have the latest revision. If any discrepancies are found, the Pilot in Command will contact the Dispatcher on Duty.

4.8.3   Self-Audit Procedures

On at least an annual basis, the Technical Documentation Department will advise all manual holders, who have submitted changes to their manuals, to audit their manuals against the DMS. Each manual holder must review and compare the revision status of the manuals assigned to them in DMS (e-copy) using the Record of Revision, Record of Temporary Revisions, and List of Effective Pages. Any discrepancies must be shared with the Documentation team. The manual holder may update the manual using the DMS to extract the necessary pages or request the pages or manual reissue from Documentation team. The request is sent via mail regardless of which action is taken, if no discrepancies are discovered, the manual holder will revert to the Documentation team with zero discrepancy. The Documentation team will maintain a tracking system to ensure all audits are complete and a database of findings to evaluate the effectiveness of the DMS.

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4	DOCUMENTATION MANAGEMENT AND CONTROL
4.9	RECORD KEEPING

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4.9 RECORD KEEPING

4.9.1 General Requirements

The system addresses the management and control of all records associated with operations including personnel training records. It also includes any other records that document the fulfillment of operational requirements (e.g., aircraft maintenance, operational control, operational security).

All records need to be:

1. Identifiable.

2. Legible.

3. Well maintained.

4. Retrievable.

5. Under protection and security.

6. Obsolete records can be disposed, deleted (electronic records) and archived.

4.9.2 Working with Records

Riyadh Air records are maintained by the respective departments. Specific rules for the management of records are described in their respective departmental process.

4.9.3 Document Identification Number

Corporate Manuals are numbered by the Technical Documentation Department and the manual owner is responsible for requesting a new manual document reference. Numbers are assigned sequentially and may only be used once, i.e., numbers cannot be reused even if a manual is eliminated or incorporated into another one.

The following Numbering Format is applied: RXI/OPS-SECTION-SEQ. No.

DEPARTMENT		SECTION		SEQUENCE
OPS	OPS	ORG		OP01
	QMS			QM01
	CSE			CS01
	OHSE			HS01
	AVSEC	SEC		AV01
	FLT OPS	FLT	FLT	FT01
			OCC	OC01
		DSP		DP01
		CAB		CB01

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		ENG	EG01
TECH OPS	MNT	MNT	MT01
GRD OPS	GRH		GH01
	CGO		CG01

Table 6 - ID Guidance

ORGANIZATION - ORG	
Manual Title	**Manual ID**
Corporate Policy Manual	RXI/OPS-ORG-M01
Corporate Quality Management System Manual	RXI/OPS-ORG-M02
Corporate Safety Management System Manual	RXI/OPS-ORG-M06
Emergency Response Manual	RXI/OPS-ORG-M05
Flight Data Analysis Program	RXI/OPS-ORG-M08
Problematic Use of Psychoactive Substance	RXI/OPS-ORG-M04
Fatigue Risk Management System	RXI/OPS-ORG-M07
FLIGHT OPERATIONS – FLT	
Manual Title	**Manual ID**
Operations Manual - Part A	RXI/OPS-FLT-M01
Operations Manual - Part B	RXI/OPS-FLT-M02
Operations Manual - Part C	RXI/OPS-FLT-M03
Operations Manual - Part D	RXI/OPS-FLT-M04
Operations Manual - Part E	RXI/OPS-CAB-M01
Operations Manual - Part F	RXI/OPS-FLT-M05
Operations Manual - Part G	RXI/OPS-OCC-M01

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Minimum Equipment List, Non-Essential Equipment & Furnishing & Configuration Deviation List	RXI/OPS-FLT-M06
MAINTENANCE – MNT	
General Maintenance Manual	RXI/OPS-MNT-M01
Continuous Analysis and Surveillance Program	RXI/OPS-ORG-M03
Reliability Control Program	RXI/OPS-MNT-M02
Aircraft Maintenance Program	RXI/OPS-MNT-M03
Maintenance Training Program	RXI/OPS-MNT-M04
Aircraft Network Security Program	RXI/OPS-MNT-M05
Fueling / Defueling Manual	RXI/OPS-MNT-M06
Aircraft De-Icing & Anti-Icing Manual	RXI/OPS-MNT-M07
GROUND OPERATIONS – GRH	
Ground Operations Handling Manual	RXI/OPS-GRH-M01
Mass and Balance Control Program	RXI/OPS-GRH-M02
Dangerous Goods Manuals (Awareness)	RXI/OPS-ORG-M10
SECURITY – SEC	
Air Operator Security Program (English)	RXI/OPS-ORG-M09E
Air Operator Security Program (Arabic)	RXI/OPS-ORG-M09A

Table 7 - Document ID Control

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CORPORATE POLICY MANUAL

5   EXTERNAL SERVICE PROVIDERS

5.1 GENERAL

Issue: 00

Revision: 00

Date: 18-FEB-2024

5   EXTERNAL SERVICE PROVIDERS

5.1   GENERAL

For external service providers conducting outsourced operational functions, Riyadh Air shall ensure the service provider selection process is in place that ensures:

1.   Relevant safety and security selection criteria are established, and

2.   Service providers are evaluated against such criteria prior to selection.

Depending on the operational requirements, Riyadh Air may appoint an external service provider. The first step in the management of external service providers is defining the relevant safety and security criteria, and to be used in the evaluation and selection process. In addition, to the safety and security criteria, the concerned department may include any other criteria as per requirement. The selection process would normally be applied when there is a need for a new service provider, such as opening a new destination or outsourcing a service that has previously been performed using internal resources. It might also be applied when the term of an existing service provider contract is about to expire, and one or more replacement providers are being considered for a new agreement. The focus of the selection process is on the contracted services with a provider over an extended time period, as specified in an agreement.

This is a one-time process which leads to the selection of an individual external service provider. The specified evaluation would typically be done as part of a tendering process when one or more potential service providers have been identified for consideration and vetted.

5.1.1   Responsibility

The personnel at the level of Directors and above shall have overall responsibility to ensure that requirements of this process are met. The responsibility can also be laid down by the respective departments in their controlled documents.

5.1.2   Factors to be Considered

When making decisions for selection of external service provider, the following should always be considered:

1.   The quality of the external service provider/ contractor's/ subcontractor's services/ product compared to the safety/ security requirements/ measurable specifications of Riyadh Air.

2.   Safety and security procedure/ policies of service provider.

3.   The costs of the contractor's/ subcontractor's services/ product, and

4.   The cost and other consequences of using our own personnel. In addition, the following to be considered:

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a. Riyadh Air shall have an agreement with the potential contractor/ subcontractor,

b. strategic factors (e.g. relationship with another airline), and

c. Corporate agreements.

5.1.3 Records

The following records, regarding contracting, shall be kept by the respective department:

1. A list of approved contractors/ service providers,

2. A list of approved subcontractors/ service providers,

3. Contractor/ subcontractor/ service providers assessment reports, and

4. The original contract (filed with Legal department).

5.1.4 Procedure for Selection of External Service Provider

1. **Requirement** - Define the service/ product as per the requirement.

2. **Specification** - Identify as a minimum relevant safety and security criterion.

3. **Vendors** - Identify possible service providers/ vendors/ suppliers meeting the laid down criteria.

4. **Assessment** - Assess the quality of the product/ services offered by potential vendors/ suppliers.

5. **Information** - Gather technical information of the product/ services from various vendors and carry out a comparative study.

6. Visit the potential vendors as applicable, in order to complete the assessment and verify the product/ service quality.

7. Evaluate the product against the specifications as laid down in point 2 above (measurable specifications).

8. **Identify** – Based on the assessment, identify the service provider/ vendor/ supplier most appropriate to provide services.

9. **Execute** – Execute the contract or agreement with the selected external service provider/ vendor/ supplier. The contract or agreement not only sets forth commercial terms, but also specific safety and/ or security requirements, including requirements laid down in GACAR part 5, safety (SMS) training requirements pertaining to the services the provider is expected to perform. In cases where the specific requirements are not contained in the contract, they may be defined (in technical terms) in a controlled document that is part of the documentation system, and then conveyed to the service provider.

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> **Note:** *This selection process might have a limited value at a location where there is only one service provider available (e.g. station monopoly, government/ authority-provided services). In such cases, a risk assessment shall be conducted to determine whether the safety and security requirements are satisfied by the only available service provider.*

5.1.5   Ad-Hoc Selection of External Service Provider

It is possible that there could be the need for an ad-hoc selection process in case an existing service provider is unable to deliver contracted services due to unplanned or unexpected circumstances (e.g. unable to deliver the contracted services due to loss of accreditation, financial problems, or labor disruption). This process will be used/ required when there is a lack of time to carry out the full selection process as specified in Section 5.1.4. In such cases the head of the department, in collaboration with the head of procurement, can decide on an external service provider. The decision would be based on the risk management conducted to determine whether the safety and security requirements are satisfied by the service provider.

5.1.6   Monitoring of External Service Provider

Periodical monitoring shall be done to ensure outsourced operational functions are conducted in a manner that meets Riyadh Air operational safety and security requirements. This process would be applicable to any external service provider that conducts outsourced operational functions, including any separate affiliate of Riyadh Air. The monitoring can be done through any of the means mentioned below:

5.1.6.1   IOSA / ISAGO Registration

An external service provider can demonstrate fulfillment of requirements that affect the safety and/ or security of operations through achieving and maintaining IOSA and/or ISAGO registration. When IOSA/ISAGO registration is used to monitor the service provider, it shall be supported by either the its latest audit report or a monitoring checklist according to the requirement. The IOSA/ ISAGO audit report shall be the latest report obtained through official program channels. The latest IOSA audit report (IAR) for the service provider can be accessed through the Quality Management System records. Riyadh Air shall raise a formal request to International Air Transport Association (IATA) to access the IAR. The audit report shall be reviewed with respect to the services from the service provider and a decision would be taken to complement and/ or supplement any additional monitoring measures to be applied to ensure the service provider is fulfilling all relevant requirements. A risk assessment may be conducted as part of the decision-making process. The monitoring would be done once in two years and the registry site(s) would be reviewed as required (following automatic notifications) to identify any potential annotations or restrictions that might have been placed on the service provider's registration.

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5.1.6.2   Monitoring Performance Outputs

The contract or agreement not only sets forth commercial terms, but also specific safety and/ or security requirements pertaining to the services the provider is expected to perform. In cases where the specific requirements are not contained in the contract, they may be defined (in technical terms) in a controlled document that is part of the documentation system, and then conveyed to the service provider. These requirements would be periodically monitored through filling up of checklist and/ or periodical meetings.

When monitoring is done with the help of checklists, the relevant checklist would be forwarded to the service provider. The service provider would return the completed checklist along with supporting documents if any. The completed checklist shall be reviewed, and a decision will be taken to complement and/or supplement any additional monitoring measures to be applied to ensure the service provider is fulfilling all relevant requirements. If required, a risk assessment may be conducted as part of the decision-making process.

5.1.6.3   Regulatory Control

In some regulatory jurisdictions, there may be a regulatory control process that permits organizations to meet rigorous standards and receive approval to conduct outsourced operations or maintenance for an operator. Such regulatory control process would be an acceptable means for meeting the specifications if it can be demonstrated that the regulatory control process:

1.   Includes ongoing monitoring of the approved service providers.

2.   Such monitoring is sufficiently robust to ensure the approved service providers fulfill the operational requirements on a continuing basis.

5.1.6.4   Governmental Authority

Under certain circumstances, operational functions may be involuntarily removed and conducted by a governmental authority that is not under the control of Riyadh Air (e.g. passenger or baggage security screening at some airports). Under such circumstances, Riyadh Air would monitor the output of the function being conducted by the authority to ascertain whether desired results are being achieved. Monitoring would happen through any of the monitoring processes mentioned.

If the management and/ or operational functions are performed by an affiliate organization, the monitoring of the external organization by processes that ensure functions performed by the affiliate organization are:

1.   Subjected to auditing under the quality assurance program of the affiliate organization.

2.   Continually satisfying the needs of Riyadh Air.

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5.1.6.5   Auditing

Periodic audits would be carried out as part of monitoring the external service providers. Both IOSA and ISAGO registration could be considered as an audit process, for the purpose of monitoring external service providers.

For details, refer to Corporate Quality Management System Manual, Section 4.

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6   APPENDICES

6.1   APPENDIX 1 – PROCESS FOR DELEGATION OF AUTHORITY

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6   APPENDICES

6.1   APPENDIX 1 – PROCESS FOR DELEGATION OF AUTHORITY

(RESERVED)

6.2   APPENDIX 2 – PROCESSES FOR MANAGEMENT REVIEW MEETING

(RESERVED)

6.3   APPENDIX 3 – REVISION REQUEST FORM

(RESERVED)

6.4   APPENDIX 4 – DOCUMENT ACKNOWLEDGEMENT FORM

(RESERVED)

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6.4   APPENDIX 4 – DOCUMENT ACKNOWLEDGEMENT FORM

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