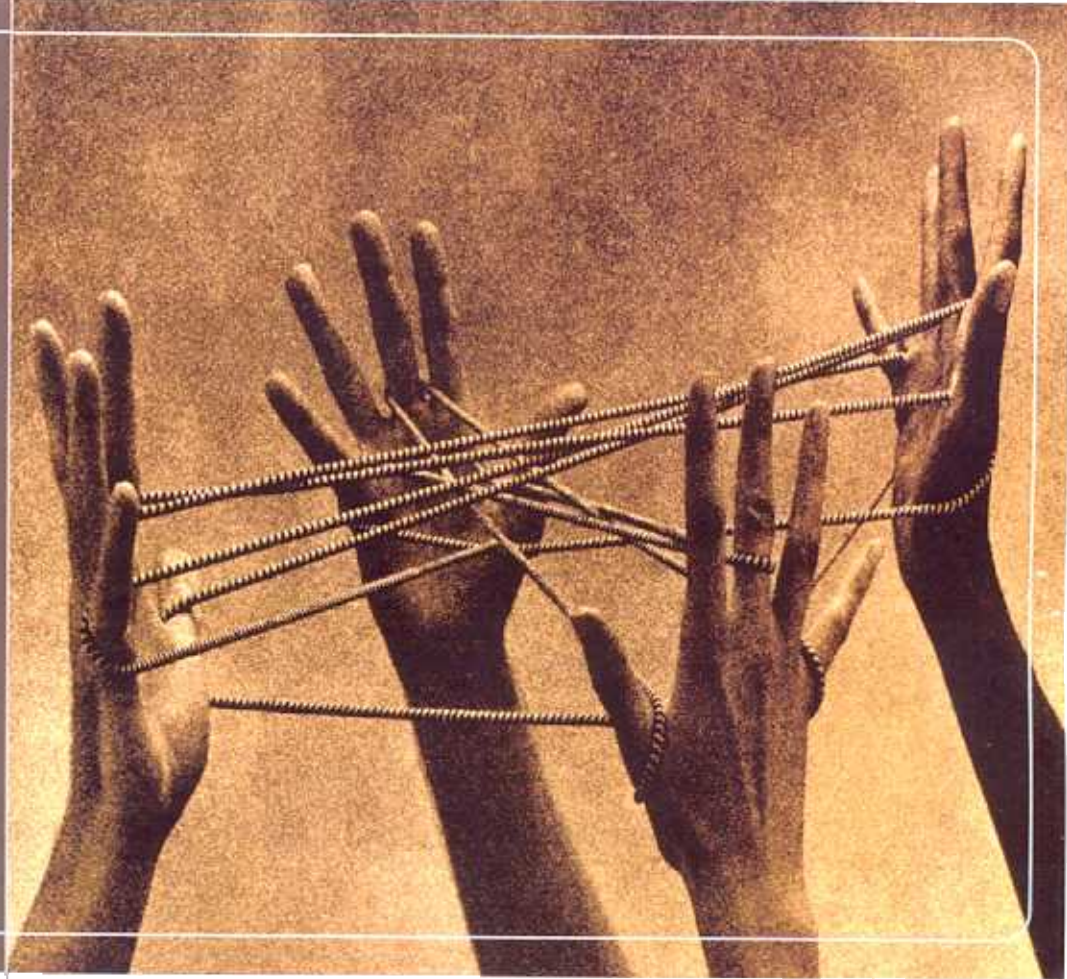


An Introduction to the

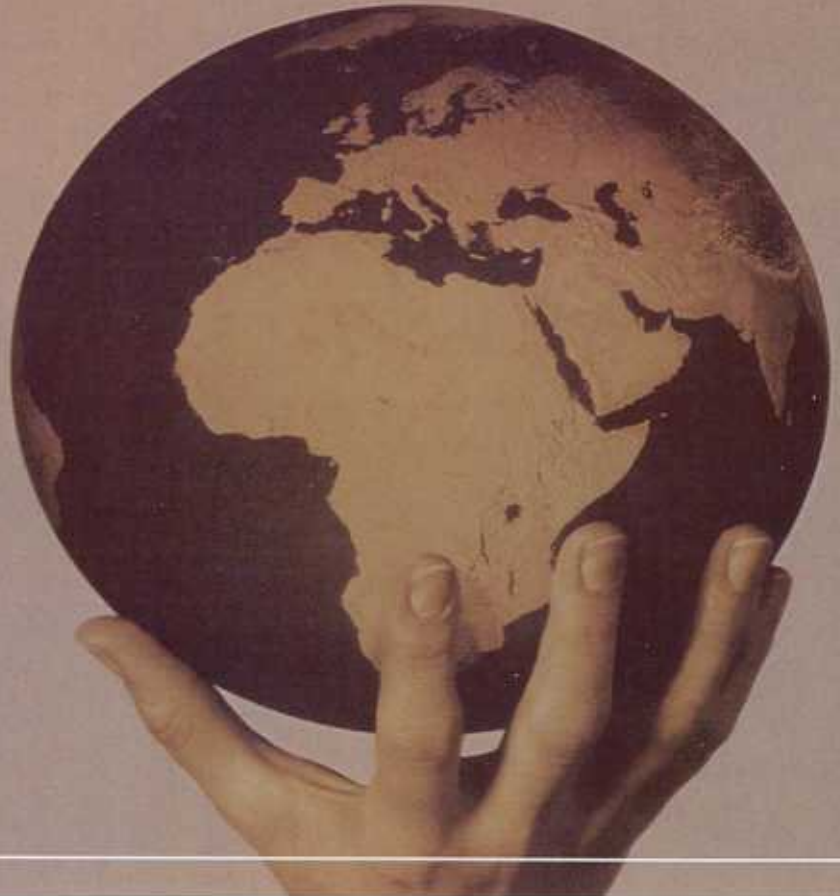
Integrated Safety Management System




Emirates

دنا تا
Dnata 

“Safety – A Corporate Value”

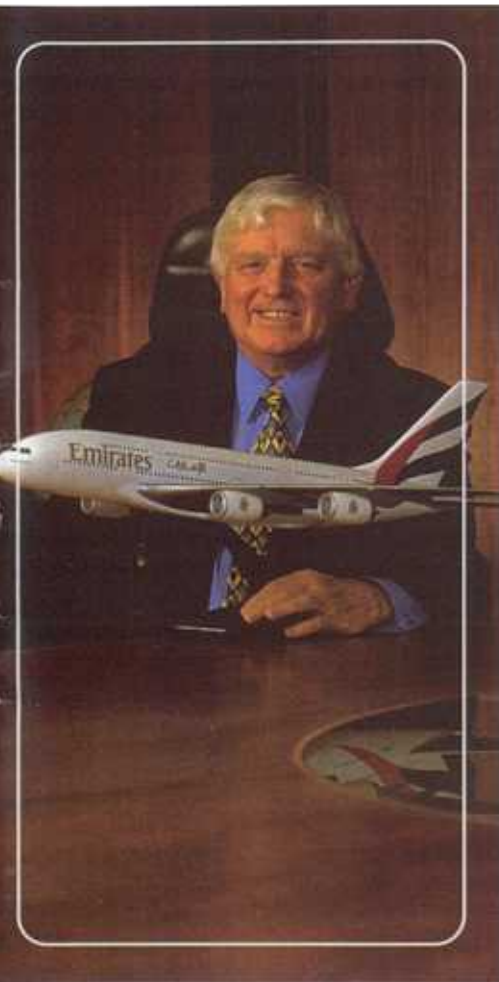


"We will protect our customers, staff and assets through a ceaseless commitment to international and all other appropriate safety standards and the adoption of practices which emphasise safety as a paramount personal responsibility."

A handwritten signature in black ink, appearing to be 'GWT' followed by a stylized flourish.

H.H. Sheikh Ahmed bin Saeed Al-Maktoum
Chairman of the Emirates Group

Safety Policy



The Group's willingness to support the objective of the Safety Corporate Value and continue the development of our safety culture is demonstrated by its investment in people, facilities and equipment. The complete manifestation of the culture requires:

- management commitment to the establishment and maintenance of safe workplaces and practices;
- setting goals based on safety enhancement and accident prevention strategies;
- the inclusion of safety and risk considerations into business developments and operational changes;
- the proactive incorporation of safety principles and controls into standard operating procedures;
- personnel to be provided with the necessary skills through training to ensure they maintain the required competencies;
- through education, develop awareness to ensure personnel have a common understanding of safety and the nature of hazards;
- the promotion of reporting incidents/accidents and potential hazards on a non-punitive basis;
- a need to openly disseminate safety related information, and provide two-way communication channels between management and personnel;
- enlisting the support of all personnel in developing solutions to eliminate unsafe conditions and practices; and
- vigilant application by each individual in conducting their duties, adhering to standard operating procedures and regulatory requirements.

The safety of our customers, personnel, assets and business is reliant upon every individual within the Emirates Group, without exception.

A handwritten signature in black ink that reads "Maurice Flanagan".

Maurice Flanagan
Group Managing Director

Penalty-Free Safety Reporting Policy



Non-punitive reporting of incidents, accidents and error is an essential element of our new Integrated Safety Management System (ISMS).

It is therefore essential that all information affecting safety is freely available within the Emirates Group. All personnel can feel confident that they can disclose any such information without fear of retribution.

As such, I fully endorse non-punitive incident/accident and error reporting within the Emirates Group. This will develop and foster a culture of mutual trust, in which we adopt a team approach to resolve problems and prevent recurrences.

Of course, this does not imply that the Emirates Group will tolerate negligence or wilful violations of standard operating procedures, policies or regulations.

Maurice Flanagan
Group Managing Director

These policies and our ISMS are unequivocally endorsed by the Chief Director (Airline), Chief Director Support & Development, Chief Director Finance, IT & Services, Group Director Safety, Standards and Regulatory Liaison and the Head of Group Safety.

Tim Clark
Chief Director
(Airline)

Gary Chapman
Chief Director
Support and Development

Dermot Mannion
Chief Director
Finance, IT and Services

Mohammed AlKhaja
Group Director
Safety, Standards and Regulatory
Liaison

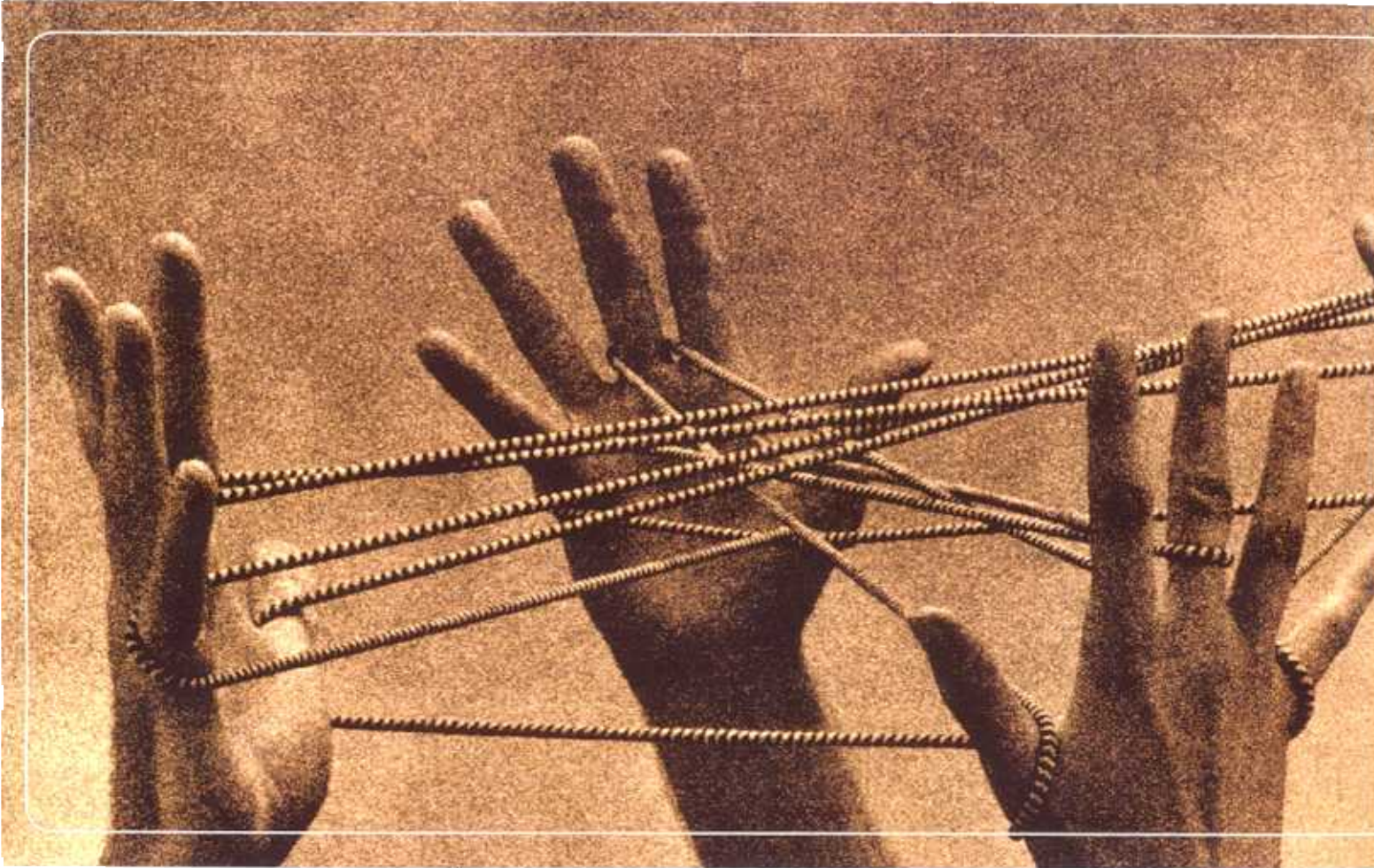
Mick Quinn
Head of Group Safety

We entrust that each of you will use the guidance contained in this document to ensure safety in all the Group's activities.

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Introduction

The Emirates Group owns and operates business internationally and has strategic business partnerships throughout the world. These business activities are diverse, operated by multi-cultural personnel and, by their nature, involve a variety of safety hazards.



The policies and guidance contained in this document are applicable to all the Group's activities and personnel, **without exception**.

Background

The requirements for managing safety throughout the Group can be specifically divided into three areas:

- Ethical;
- Financial; and
- Legal (Regulatory).

Our legal and regulatory obligations are governed by many authorities both within and outside the UAE.

Introduction



The UAE Government regulations include:

- Ministry of Labour and Social Affairs - Federal Law No. 1/1972, in conjunction with Law No. 3/1979 and Ministerial Order 154/1991;
- Ministry of Labour and Social Affairs - Federal Law No. 8 with Ministerial Order No. 32/1982 and Ministerial Decision No. 37/2 1982;
- Dubai Municipality, Local Order No. 61/1991 - Environmental Protection Regulations and Administrative order 211/1991;
- Department of Civil Aviation - Dubai, Ramp Safety Rules;
- UAE Civil Aviation Law;
- General Civil Aviation Authority (GCAA), Civil Aviation Regulations; and
- GCAA, Civil Aviation Advisory Publication (CAAP) 10.

The GCAA, CAAP 10, a recently introduced safety regulation is indicative of the heightened focus industry-wide concerning safety management. The scope of this publication includes all aspects of safety management and addresses in detail specific issues such as Safety Culture, Senior Management Commitment and Hazard Identification and Risk Management.

Whilst these UAE regulations govern the majority of the Group's activities, additionally, we must comply with the statutory and regulatory requirements of foreign governments and bodies wherever we conduct operations and base our activities.

Aviation safety regulatory developments in some foreign states require that an effective system of safety management is in place, demonstrated and audited prior to the approval of operations into their jurisdiction.

Many foreign air carriers have similar requirements that must be satisfied prior to entering into strategic business partnerships.

What is an Integrated Safety Management System (ISMS)?

First and foremost, a means to ensure and continually improve safety within the Group.


It is a practical mechanism for managing safety that is threaded into the existing business processes of the Group. It allows the effectiveness of the Group's safety performance to be monitored and provides a vehicle by which departments are enabled, and obliged, to participate in the development of our safety culture.

Our ISMS acknowledges that safety is not just the responsibility of those at the "sharp end", eg, management, pilots, engineers, equipment operators, etc, but is dependent upon the attitudes and actions of every individual in the Group.

Introduction

Why do we need an ISMS?

We have a moral responsibility, or duty of care, to ensure the welfare and safety of our customers and colleagues.



The Group's continuing success may be attributed to our impeccable reputation for service standards. Safety, like service standards, is also paramount for customer satisfaction, however, whilst customer satisfaction with service standards may vary, their expectations of 100% safety is implied or taken for granted - no compromise! Therefore a strategic approach to managing safety must be an integral element of our business processes.

Also, an ISMS makes sound financial sense. Few organisations can survive the economic consequences of a major accident. Preventing an event such as a major accident is the primary objective of our ISMS, however, reducing the incidence of minor events involving injury and equipment damage is equally as important, as the cumulative costs (direct and indirect) of these events are an ongoing significant financial burden to the Group.

Direct costs:

These are measurable and they typically relate to repairs and replacement of damaged equipment or compensating for injuries, etc.

Indirect costs:

Invariably, indirect costs are difficult to measure.

When these costs are analysed, it is likely they will outweigh the direct costs significantly. The impact of indirect costs may not be immediate as they may lie dormant for an extended period of time.

Even a minor accident may incur a range of indirect costs, eg.


- Loss of business and damage to the reputation of the Group
- Legal action costs and damages claims;
- Increased insurance premiums;
- Cost of the investigation;
- Loss of staff productivity;
- Cost of rental or lease of replacement equipment;
- Compensation for customers disrupted plans;
- Poor morale, etc.

Good safety management is more than just a legal and ethical requirement. Throughout the world, initiatives such as our ISMS, are gaining recognition for improving operational performance and profits as well as protecting the interests of customers.

Our ISMS is an investment with the potential for high returns over the long term.

Introduction

Benefits of our ISMS

- 
- ✓ Reduction in workplace accidents and injuries;
 - ✓ Long term cost efficiencies;
 - ✓ Provision of a competitive advantage in future Group business and commercial activities;
 - ✓ Elevation of the standard of safety management, which should result in lower insurance premiums if implemented effectively;
 - ✓ Regulatory compliance;
 - ✓ Increased morale throughout the Group; and
 - ✓ Provision of evidence of effective management of risks ensuring safe operations.

100 Nationalities – 1 Culture

The ethnic make-up of the Group comprises approximately 100 nationalities, each with unique attitudes, beliefs and behavioural characteristics – one of the Group's strongest assets. A constant challenge in this multi-national environment is the continued development of one common culture – **Safety**.

Safety Culture is a term often associated with, and measured by, the existence of well-intentioned policies and mission statements. These alone may assist in the development of a safety culture, however, to achieve the levels of safety our owners' demand and our customers expect, a structured and committed approach is required. Also, our ability to gain competitive advantage, with the associated benefits, will be determined by how well we manage safety.

Senior management therefore acknowledges the safety culture of the Emirates Group is an entity that must be actively managed throughout all levels of the organisation.

The Emirates Group Safety Culture is defined as:

The product of individual and Group values, attitudes, competencies, and patterns of behaviour that determine our commitment to, and the style and proficiency of our Integrated Safety Management System, or simply;

The way we do things around here!

safetysense

In order to sustain continual development of our safety culture, there needs to be a unified acceptance of the following beliefs;

Corporate Safety Beliefs

- ✓ Safety first;
- ✓ All accidents can, and must, be prevented;
- ✓ Our continued success is dependent upon our commitment to safety;
- ✓ Management are accountable for safety performance;
- ✓ Every individual has the ability to improve safety;
- ✓ Working safely is a condition of employment;
- ✓ We all share the responsibility of providing safety for our customers and colleagues;
- ✓ The exposure to all hazards can, and must, be controlled;
- ✓ Safety makes economic sense.



Priority of Safety Controls

The Priority of Safety Controls is a list of actions for mitigating risks involved with workplace hazards. There are six levels of safety controls ranging from the most preferable, where the existence of the hazard is totally eliminated, to the use of Personal Protective Equipment (PPE) where hazards and associated risks are accepted. It may be necessary to use a combination of control measures to achieve a level of risk that is as low as reasonably practical.

Elimination

This is a permanent solution and should be attempted in the first instance. The hazard is eliminated altogether.

Substitution

Replace the hazard with one that presents a lower risk.

Transfer

Physically transfer the activity to a geographical location that presents lower risk.

Engineered controls

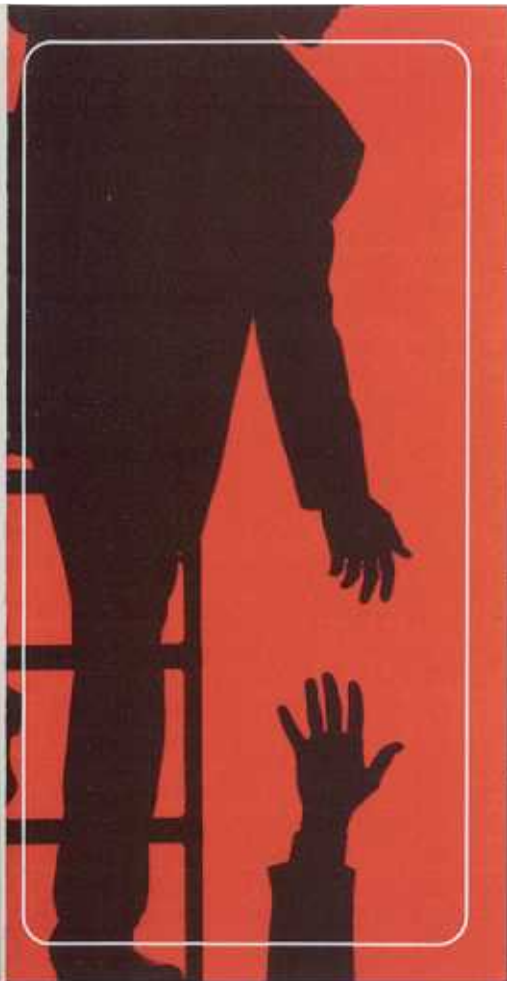
A physical change to the work environment or work process, placing a barrier or mechanism between personnel and hazards.

Administrative controls

These safety controls may be in the form of policy, procedures and checks to reduce or eliminate exposure to a hazard.

Personal Protective Equipment

This is the least desirable form of safety control. Hazards and associated risks are accepted and personnel are protected by the provision of PPE which is worn by personnel as a barrier between themselves and the hazard.



Routine Operational Risk Management

Monitor and review

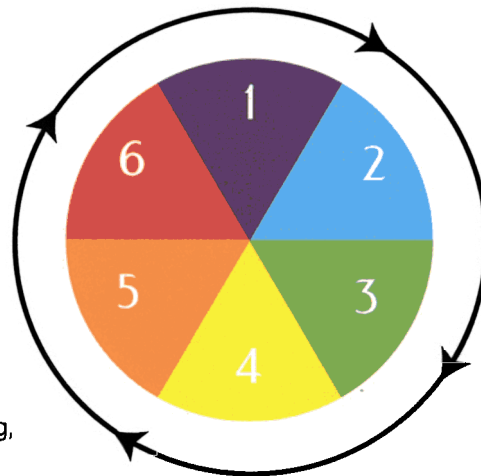
- How well did it work?
- Is the risk tolerable?
- What improvements can be made?
- Communicate the status and ask for feedback.

Identify hazards

- Do you understand the process from start to finish?
- What can cause things to go wrong?
- Consider who or what is at risk, and how.

Assess risks

- Assess the risk associated with each hazard assuring that the existing safety controls are in place.
- If one, or more, of the hazards materialise, how detrimental is the result?
- How likely is it to happen?



Implement safety controls

- What do you need to make it work, training, communication, process/system?
- Who is doing each part?

Analyse safety control measures

- What can you do about it? (see Priority of the Safety Controls)
- How much will it reduce the risk?
- How much will rectification cost?
- Are there manpower implications?

Make control decisions

- What is the most effective option?
- Who decides which option to use?
- It is time for decision-makers to make decisions.

The Role of Group Safety within our ISMS

Safety Investigation

Group Safety is responsible for conducting safety investigations to identify organisational and workplace deficiencies, individual and team errors and violations, and absent or inadequate safety controls.

The resultant information forms the basis for safety recommendations within the Group.

Competent and qualified staff from Group Safety are responsible for conducting and initiating investigations. However, the expertise of any individual from within the Group may be drawn upon to assist the investigative process.

Safety Audit

Group Safety is responsible for conducting safety audits for the entire Emirates Group. Safety audits can be sub-divided into three separate categories:

- Management/processes;
- Compliance; and
- Safety controls.

The objective is to identify potential hazards and deficiencies before they evolve into an incident or accident. The resultant information forms the basis for proactive safety strategies within the Group.

Advisory

Group Safety works with line management to assist with the implementation of our ISMS. Group Safety will conduct management workshops regarding effective safety management, and personnel briefings on specific workplace safety issues. Group Safety will also provide advice on regulatory compliance, industry best practice, and risk and hazard management, in order to achieve the highest reasonably practical standard of safety within the Group.

Education

The value of safety and the continuous effort to enhance it is embedded in the ongoing training and education that every member of the Group receives. Specialised safety awareness programmes will be provided by Group Safety for all personnel.



Risk Definition and Classification

Prioritisation of risk is achieved by defining consequence and likelihood, and using the combined resultant information to establish risk classification. Generic risk definitions are illustrated in tables 1 and 2.

Consequence – Qualitative measures

Consequence is typically evaluated in terms of potential financial loss, harm or injury. In terms of financial loss, both direct and indirect costs should be considered.

LEVEL	DESCRIPTOR	DESCRIPTION
1	Negligible	First aid treatment and/or no/minimal financial loss (up to US\$ 50,000).
2	Minor	Lost time injury over one day and/or low financial loss (up to US\$ 100,000).
3	Moderate	Hospital admission and/or medium financial loss (up to US\$ 1 million).
4	Major	Extensive injuries and/or high financial loss (up to US\$ 5 million).
5	Catastrophic	Fatality and/or huge financial loss (up to US\$ 5 million and above).

Table 1 – Qualitative measures of consequence

(Financial guidelines are quoted in US\$ in line with industry insurance/underwriter's standards)

Likelihood – Qualitative measures

Likelihood can be difficult to assess. Historical data should be reviewed during the assessment process, to avoid subjectivity. Also, when assessing the likelihood of a potential threat, it is important to take into account what safety controls are in existence, and therefore how many levels of protection would need to fail for the threat to materialise. The more safety controls in place, the lower the probability of an accident.

LEVEL	DESCRIPTOR	DESCRIPTION
A	Almost certain	Is expected to occur in most circumstances.
B	Likely	Will probably occur in most circumstances.
C	Possible	Might occur at some time.
D	Unlikely	Could occur at some time.
E	Rare	May occur only in exceptional circumstances.

Table 2 – Qualitative measures of likelihood

Risk Definition and Classification

Qualitative risk analysis matrix

A qualitative risk analysis matrix should be used proactively during hazard assessment and re-actively to assess failures in a system highlighted through incident reporting mechanisms.

The matrix below provides broad guidance for the purposes of risk management. In the case of extreme or high risk scenarios, or in complex systems with multiple failure modes, Group Safety will assist, providing an in-depth analysis model suitable for this specific task.

Likelihood	CONSEQUENCES				
	Negligible 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
A Almost certain	H	H	E	E	E
B Likely	M	H	H	E	E
C Moderate	L	M	H	E	E
D Unlikely	L	L	M	H	E
E Rare	L	L	M	H	H

Table 3 – Qualitative risk analysis matrix

Legend – Risk evaluation action plan

- E : Extreme risk; Attention and immediate intervention at Chief Director level. Operations should not continue until it is demonstrated that the risk is significantly reduced.
- H : High risk; Senior management attention and rectification required. Multiple levels of safety controls must ensure safety in the event of a single safety control failure.
- M: Moderate risk; Ongoing responsibility is allocated to an accountable manager and monitored/audited through quality assurance processes. Safety controls are evaluated and documented.
- L : Low risk; Line management are required to monitor activities, ensuring the level of risk remains as low as reasonably practicable. Regular documented workplace inspections/audit required.

Definitions

Accident

An undesired event resulting in the serious injury or fatality of customers, staff or contractors, or major damage that renders equipment or facilities unserviceable.

Business partners

- (i) any person or entity that is a joint venture partner, joint venture company or partner (including code share partner) of any entity in the Emirates Group; and
- (ii) any company in which an entity in the Emirates Group has a shareholding or in respect of which management rights are exercised.

Continual improvement

Process of enhancing the Integrated Safety Management System to achieve improvements in overall safety performance, in-line with Emirates Safety Corporate Value and Policy.

Consequence

The outcome of an event expressed qualitatively or quantitatively, being a loss, injury, disadvantage or gain. There may be a range of possible outcomes associated with an event.

Group

The Emirates Group consists of the corporations of Emirates Airline and Dnata and all businesses or undertakings operated by these corporations.

Hazard

A source of potential harm or a situation with a potential to cause loss.

Hazard identification

The process of recognising that a hazard exists and defining its characteristics (what, why and how).

Incident

Any occurrence other than an accident resulting in, or having the potential for injury, damage or other loss.

Latent condition

The product of decisions taken in the managerial and organisational spheres of the Group, whose damaging consequences may lie dormant, only becoming evident when they combine with workplace failures and human error to breach safety controls.

Likelihood

Used as a qualitative description of probability or frequency.

Management Safety Review Committee

Senior management forum chaired by the Group Managing Director, that reviews and acts upon all issues related to safety within the Group.

Priority of safety controls

Prioritised list of actions for mitigating risks involved with workplace hazards.

Risk

The chance of something happening that will have an impact upon objectives. It is measured in terms of consequence and likelihood.

Risk management

The culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects.

Reasonably practical

A level at which a risk can be accepted, given the cost, time and manpower implications to treat the risk.

Safety

A state in which risk of harm or damage is reduced to a level that is as low as reasonably practical.



Definitions

Safety audit

An independent and systematic evaluation of activities and processes to identify areas of unacceptable risk.

Safety culture

The product of individual and Group values, attitudes, competencies, and patterns of behaviour that determine the commitment to, and the style and proficiency of the Integrated Safety Management System.

Safety controls

Safety barriers imposed between hazards and potential loss, and a means of containing and eliminating hazards should they escape these barriers.

Safety investigation

A process conducted for the purpose of incident/accident prevention, which includes the gathering and analysis of information, the determination of significant factors, drawing conclusions and, when appropriate, making safety recommendations.

Safety performance indicators

The measurable results of the Intergrated Safety Management System, based upon pre-determined criteria and agreed activities.

Safety recommendation

A proposal from a safety investigation based on information derived from the investigation, made with the intention of preventing future incidents/accidents

Safety Requirements for Contractors

A Group Safety document contractually binding contractors to comply with the Group's safety standards and requirements.

Safety training

Training conducted or required (Group and/or regulatory requirements) that will enable personnel to accomplish their duties in a safe manner.

Serious injury

An injury which is sustained by a person in an accident and which:

- (i) requires hospitalisation for more than 48 hours, commencing within seven days from the date on which the injury was received; or
- (ii) results in the fracture of any bone (except simple fractures of fingers, toes or nose); or
- (iii) involves lacerations which cause severe haemorrhage, nerve, muscle or tendon damage; or
- (iv) involves injury to any internal organ; or
- (v) involves second or third degree burns or any burns affecting more than five per cent of the body surface; or
- (vi) prevents an individual from returning to work in full capacity for a period of 30 days or more.

Standard Operating Procedures

Documentation of the process by which any task is to be completed and the activities and responsibilities associated with the process, that standardise operations and promotes the safest means possible of completing a task.

Vigilance

Watchfulness, caution and circumspection, in matters relating to safety, by all personnel while conducting their duties.

Safety Document Hierarchy



Core Elements of Safety



Core elements
of our ISMS

Operation of the Core Elements of Safety

Thirteen Core Elements of safety form the basis of our ISMS. In essence, compliance with the Core Elements will allow for continual improvement in safety. As such, they are applicable to all the Group's personnel and activities.

Many of the fundamental processes required by the Core Elements are in existence in the Group's current activities. The function of the Core Elements is to draw specific attention as to how these activities relate to safety, and how they can assist in the continual improvement process.

Each Core Element consists of:

A Goal – which, if attained, provides the optimum safety result for the respective activity or process.

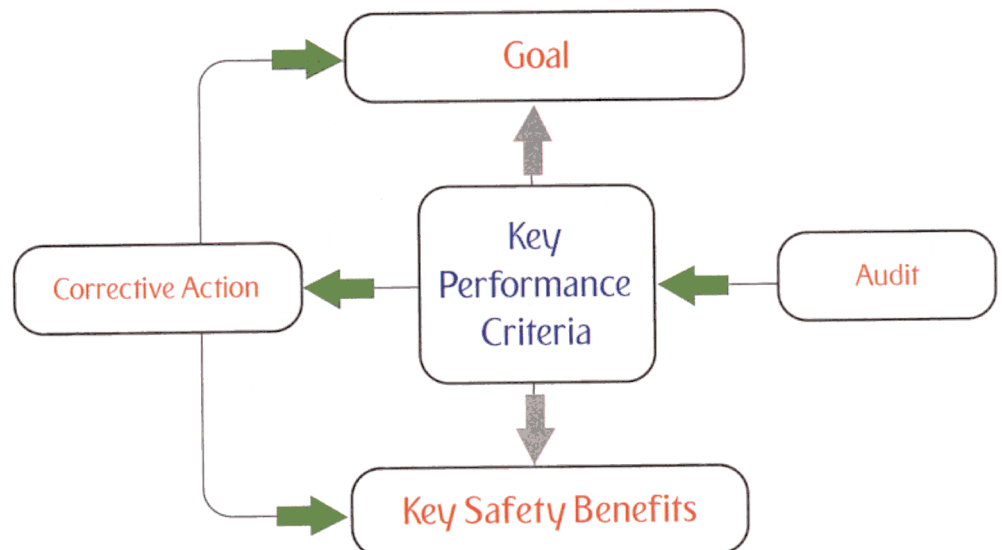
Key Performance Criteria (KPC) – Measurable generic objectives that are required to achieve the Goal of the Core Element.

Key Safety Benefits – Generic safety benefits resulting from compliance with the KPC and achievement of the Core Element's Goal.

Regular self assessments shall be conducted to assess the extent of compliance with the Core Elements.

Also, safety audits will be conducted by Group Safety to:

- verify compliance with the Core Elements at departmental level; and
- measure the effectiveness of the Core Elements.



1 Leadership and Vigilance

1. Goal

- 1.1.1 Management and personnel are dedicated to the ongoing development of our safety culture, acknowledging safety as a priority and demonstrating visible commitment to the continual improvement of safety.



1.2 Key Performance Criteria

- 1.2.1 Managers shall ensure that the appropriate human, material (facilities and equipment) and financial resources are provided for the planning, development, operation, maintenance and monitoring of safe operations and processes.
- 1.2.2 Responsibilities and accountabilities for safety shall be established, defined and documented in all job descriptions.
- 1.2.3 Personnel shall be adequately motivated to support safety initiatives and participate in the ongoing development of our safety culture.
- 1.2.4 Measurable safety objectives and targets shall be included in Performance Matters! reviews for personnel holding positions identified with key safety accountabilities.
- 1.2.5 Managers shall enlist the support of all personnel in developing solutions to eliminate hazardous conditions and unsafe practices.
- 1.2.6 Each individual must be vigilant in conducting their duties, adhering to SOPs and regulatory requirements.
- 1.2.7 Personnel who make significant contributions to enhance safety shall be recognised for their initiatives.



Key Safety Benefits

- ✓ Establishes a foundation on which our safety culture evolves.
- ✓ Gives safety a distinct identity and priority.
- ✓ A working environment is developed that is conducive to the maintenance of safety during change.
- ✓ Safety efforts and initiatives are tangible and focused
- ✓ Encourages a proactive approach to safety, leading to efficiencies.



2 Planning

2.1 Goal

- 2.1.1 Safety and risk considerations are incorporated into the planning of all business processes.



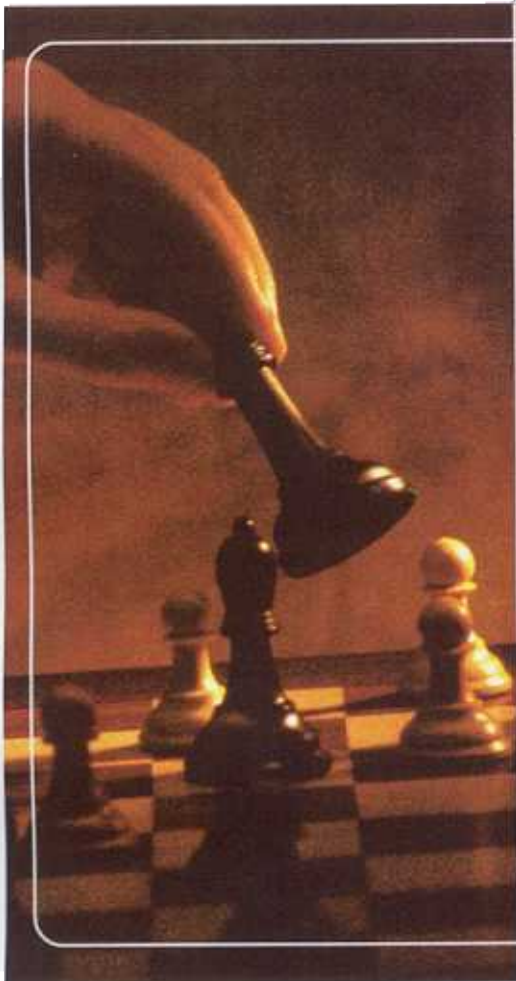
2.2 Key Performance Criteria

- 2.2.1 Business plans shall aim to satisfy the requirements of the Safety Corporate Value.
- 2.2.2 Safety objectives and targets shall be planned and documented.
- 2.2.3 Planned activities shall include hazard identification, assessment and control of associated risks.
- 2.2.4 Business planning shall include budgetary allowance, where necessary, for maintenance and safety improvements to the work environment and facilities.
- 2.2.5 Safety objectives and targets shall be projected to achieve continual improvement, based on safety performance statistics and industry best practice.
- 2.2.6 Recruiting policies and procedures shall ensure that suitably qualified and experienced personnel are available at appropriate levels to meet the Group's current and planned future expansion requirements.



Key Safety Benefits

- ✓ Pre-empt safety deficiencies through improved vision and 'big picture' awareness.
- ✓ Generates preventative strategies for safety.
- ✓ Improves safety performance by early identification of hazards and potential risks.
- ✓ Provides a foundation for the development of the ISMS framework.



3 Standard Operating Procedures

3.1 Goal

- 3.1.1 SOPs are established and followed vigilantly*, therefore ensuring the safe execution of tasks and establishing commonality in the means by which tasks are accomplished.



3.2 Key Performance Criteria

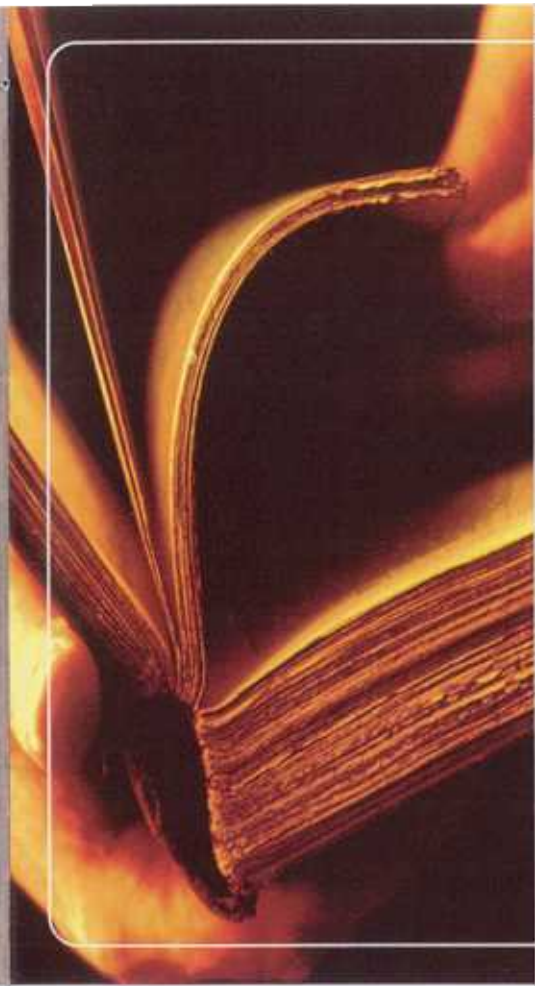
- 3.2.1 SOPs shall exist for all tasks with safety implications.
- 3.2.2 SOPs shall be written in a logical manner to assist personnel in completing tasks safely.
- 3.2.3 SOPs shall be designed to be fail-safe. However, where the possibility of human error may pose a significant risk, safety controls shall be integrated with SOPs.
- 3.2.4 SOPs shall be designed to be consistent with policies (which must be consistent with the Safety Corporate Value).
- 3.2.5 External (outside the control of the Group) and environmental hazards shall be considered when establishing and evaluating SOPs.
- 3.2.6 Emergency procedures or contingency plans shall be established to ensure satisfactory recovery from unsafe situations and emergencies.
- 3.2.7 SOPs shall be designed to be dynamic by nature, allowing continual improvement based on feedback from operational experiences.



Key Safety Benefits

- ✓ Consistency assists in the safe execution of tasks.
- ✓ SOPs provide consistency, therefore enabling effective monitoring and safety auditing processes.
- ✓ SOPs facilitate effective teamwork, especially in multi-lingual/cultural environments.

** In some exceptional situations personnel may need to deviate from an SOP to return to a safe state of operation. These deviations are usually dictated by rare and unusual circumstances.*



4 Safety Communication and Awareness

4. Goal

- 4.1.1 Effective channels of communication are established to ensure the optimum distribution and availability of safety information, increasing awareness and developing a common understanding of safety and the nature of hazards.



4.2 Key Performance Criteria

- 4.2.1 The purpose and intent of the ISMS Core Elements shall be communicated to all personnel.
- 4.2.2 Pathways enabling two-way communication shall exist, allowing personnel to receive management feedback regarding reported safety issues (feedforward \longleftrightarrow feedback).
- 4.2.3 Management shall provide safety related information to all personnel in a timely manner. This should include critical incident/accident information, policy or procedural change, and respective departmental safety performance statistics derived from our ISMS.
- 4.2.4 Personnel shall be provided with a means to keep themselves aware of industry best practice and developments (eg, safety forums, foreign safety regulations).
- 4.2.5 Inter-departmental boundaries of responsibility in relation to safety shall be defined and documented (eg, Service Level Agreement).



Key Safety Benefits

- ✓ Promotion of our safety culture.
- ✓ Safety issues are proactively and openly discussed.
- ✓ Assists breaking the cycle of, and reduces the incidence of, repetitive incidents/accidents.
- ✓ Eliminates assumption and clarifies any conflicting opinions regarding safety responsibilities and accountabilities.
- ✓ Development of 'common sense' regarding safety, hazards and risks.
- ✓ Courses of action are based on an informed decision.



5 Safety Reporting

5.1 Goal

- 5.1.1 All hazards and incidents/accidents are reported on a non-punitive basis with the primary objective of enhancing safety in the workplace



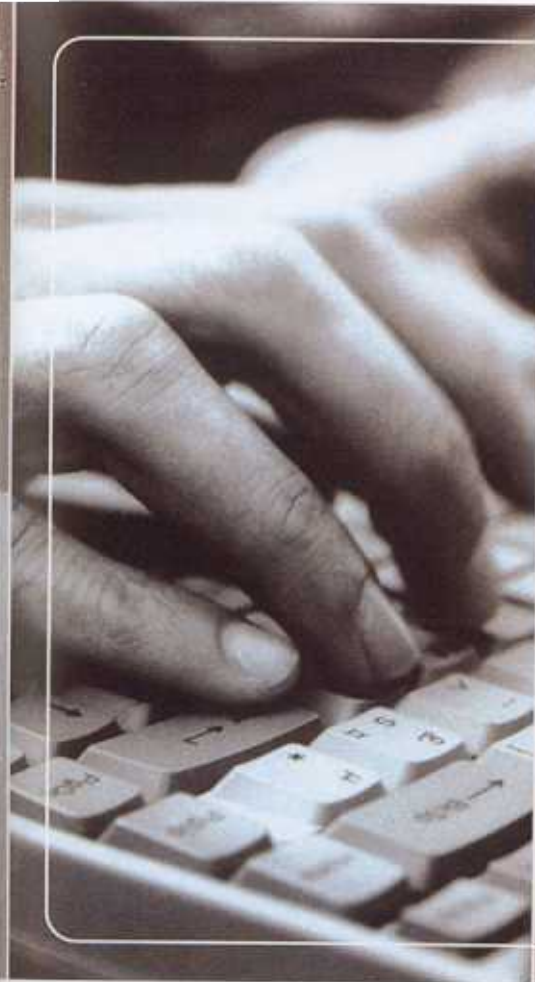
5.2 Key Performance Criteria

- 5.2.1 Incident/accident and hazard reporting mechanisms, and documented procedures, shall exist to facilitate reporting and to ensure regulatory compliance.
- 5.2.2 Safety initiatives (such as the *Penalty- Free Safety Reporting Policy*) shall be promoted to encourage the reporting of unsafe acts and conditions.
- 5.2.3 Trends derived from safety reports shall be presented to the Management Safety Review Committee by Group Safety.
- 5.2.4 Safety reports shall be recorded and archived.



Key Safety Benefits

- ✓ Creates the potential for a positive result from a negative event.
- ✓ A reporting culture is developed in which personnel are willing to report their errors, providing a valuable contribution to safety.
- ✓ Collective data from safety reports provides the basis for implementing corrective action.



6 Training

6.1 Goal

6.1.1 All personnel are trained to a level of competency that provides the necessary skills to ensure all tasks are conducted in a safe manner.



6.2 Key Performance Criteria

6.2.1 Management shall identify, document and plan for all safety-training requirements.

6.2.2 All personnel shall be required to attend safety-training on commencement of employment within the Group.

6.2.3 Through training, all personnel should be aware of the influence their actions (or inaction) may have upon the effectiveness of our ISMS.

6.2.4 Training shall enable personnel to conduct their duties without risk to health or safety.

6.2.5 Training syllabi shall comply with regulatory safety standards or, in the absence of such standards, industry best practice.

6.2.6 All safety-training activities shall be documented.

6.2.7 All safety-training syllabi shall be reviewed periodically so as to reflect the real needs of a safe working environment.

6.2.8 Corrective actions resulting from safety investigations/audits shall be incorporated into training syllabi.

6.2.9 Recurrent safety-training shall be conducted to ensure levels of competency are maintained.



Key Safety Benefits

- ✓ A skilled and educated workforce significantly contributes to improved safety performance.
- ✓ Recurrent training provides a catalyst for implementing continual improvement.
- ✓ Lessons learned from safety investigations are implemented back into day-to-day work processes.
- ✓ The Group develops as a proactive learning organisation.



7 Incident /Accident Investigation

7.1 Goal

- 7.1.1 Safety investigations identify root causes of system failures, human errors/violations, and contributory latent conditions, as well as to recommend preventative actions rather than apportioning blame.



7.2 Key Performance Criteria

- 7.2.1 Incidents/accidents shall be reported as per policies and regulatory requirements.
- 7.2.2 Procedures shall exist to determine the need and scope of a safety investigation, with the appointment of relevant trained personnel.
- 7.2.3 Safety investigation reports shall contain factual information, analysis, conclusions and safety recommendations.
- 7.2.4 Safety recommendations shall be prioritised, allocated an agreed time-scale for implementation, and assigned to accountable personnel for action.
- 7.2.5 Corrective actions resulting from safety investigations shall be evaluated to assess their effectiveness. Further safety control measures shall be introduced if any remaining deficiencies are detected.
- 7.2.6 Safety recommendations and relevant corrective actions shall be presented to the Management Safety Review Committee by Group Safety.
- 7.2.7 The investigation process for serious incidents/accidents shall include organisational factors, workplace conditions, person/team failures and safety control failures.



Key Safety Benefits

- ✓ A consistent and fair safety investigation process will be adopted throughout the Group.
- ✓ A systemic approach to investigation may expose other latent failures unrelated to the event.



8 Safety Inspections and Audits

8.1 Goal

8.1.1 Safety is continuously assured by a systematic process of workplace inspections and safety audit.



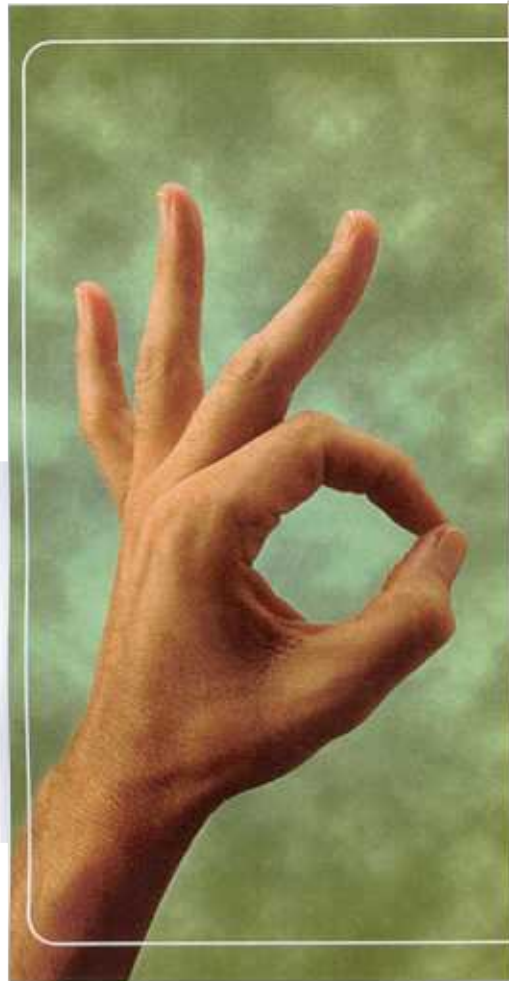
8.2 Key Performance Criteria

- 8.2.1 Regular, documented inspections of the workplace environment and safety controls shall be conducted.
- 8.2.2 Safety audits shall be conducted on a scheduled basis.
- 8.2.3 Safety audits shall be conducted by competent and appropriately qualified personnel.
- 8.2.4 Safety recommendations shall be prioritised, allocated an agreed time-scale for implementation, and assigned to accountable personnel for action.
- 8.2.5 Corrective actions resulting from safety audits shall be evaluated to assess their effectiveness. Further control measures shall be introduced if any remaining deficiencies are detected.
- 8.2.6 Non-compliance with procedures and regulations, safety recommendations and relevant corrective actions shall be presented to the Management Safety Review Committee by Group Safety.
- 8.2.7 Departmental self-assessments shall be conducted to monitor the progress of improvement towards achieving the Goals of our ISMS Core Elements.



Key Safety Benefits

- ✓ Hazards and system deficiencies are detected prior to causing loss, harm or injury.
- ✓ Confirms the status of regulatory compliance.
- ✓ Provides a viewpoint of the generic safety health of the Group and measures the effectiveness of our ISMS.



9 Hazard Management

9.1 Goal

9.1.1 Hazards are proactively identified and treated as per the Priority of Safety Controls.



9.2 Key Performance Criteria

9.2.1 Hazard identification, assessment and control shall be an integral part of routine operations and the change management process.

9.2.2 Hazards shall be reported as per policies and regulatory requirements.

9.2.3 Identification and reporting of hazards (and proposed corrective actions) by personnel shall be encouraged and promoted as a personal responsibility.

9.2.4 A centralised hazard register is established and maintained by Group Safety, and is accessible throughout the Group.



Key Safety Benefits

- ✓ Identifying and controlling hazards becomes an integral part of business process development, thereby reducing risk, protecting customers, personnel and assets.
- ✓ Personnel will become tangibly linked to mitigating safety hazards
- ✓ Reduction in workplace injuries and accidents



10 Risk Management

10.1 Goal

- 10.1.1 Risks are managed in operational and administrative processes to achieve acceptable safety standards whilst pursuing business objectives.



10.2 Key Performance Criteria

- 10.2.1 Risks shall be analysed based upon the consequences and likelihood of the risk materialising (see Qualitative Risk Analysis Matrix Page 13).
- 10.2.2 Risks shall be prioritised and treated using the Priority of Safety Controls.
- 10.2.3 Risks shall be managed to ensure sustained levels of protection are maintained and any subsidiary risks are adequately addressed (eg. retained, transferred or insured).
- 10.2.4 Risks shall be evaluated and monitored, and annual reviews shall be conducted on the performance of safety controls, to ensure the level of risk remains static or diminishes.
- 10.2.5 Risk assessment shall be an integral part of the change management and procurement processes.



Key Safety Benefits

- ✓ Proactively control risks rather than react to accidents/failures.
- ✓ Realise cost efficiencies through aggressive treatment of risk.
- ✓ Supports the need for the continuous monitoring of safety controls.



11 Performance Management

11. Goal

- 11.1.1 Visible safety performance indicators derived from ongoing measurement enable the Group to benchmark its safety performance and allow for continual improvement.



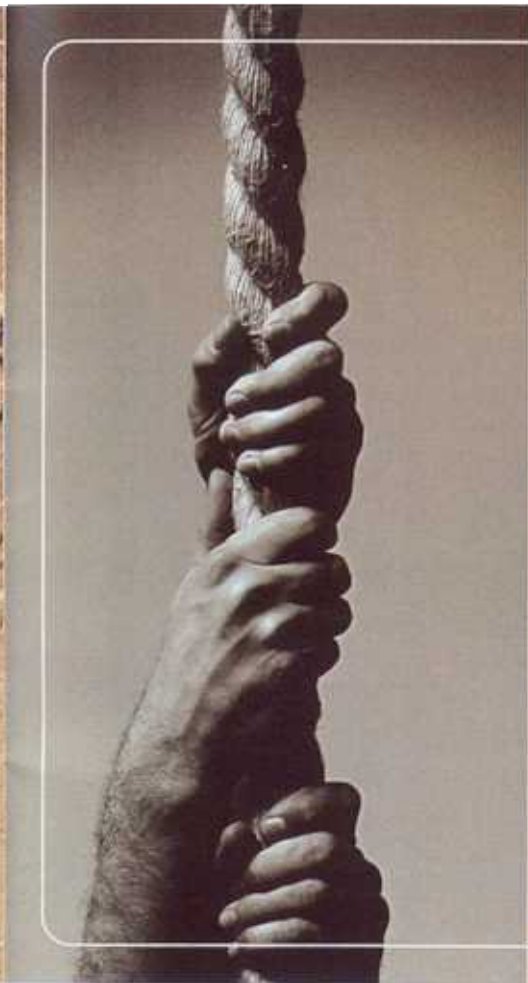
11.2 Key Performance Criteria

- 11.2.1 Agreed departmental safety objectives and targets shall be reviewed by line management and Group Safety on a regular basis.
- 11.2.2 Safety performance shall be benchmarked (where possible) to parallel industry activities and industry best practice.
- 11.2.3 Safety performance statistics should form the basis for implementing preventative safety controls to eliminate hazards and mitigate risks.
- 11.2.4 Direct and indirect costs of accidents and incidents are measured (or estimated) and analysed in an objective manner to endorse change, where needed.



Key Safety Benefits

- ✓ Provides an indication of whether adequate levels of safety are being achieved and maintained.
- ✓ Establishes a benchmark to achieve continual improvement.
- ✓ Provides an indication of whether the Safety Policy and ISMS are achieving the goals of the Safety Corporate Value.
- ✓ Provides a focus on safety performance, leading to cost savings.



12 Procurement (Goods and Services)

12: Goal

12.1.1 Safety and risk considerations are incorporated into the procurement process of goods and services.



12.2 Key Performance Criteria

12.2.1 The tendering process shall require prospective suppliers/contractors to demonstrate or otherwise satisfy the Group of compliance with our regulatory and safety requirements. All parties shall also be evaluated on their existing safety record.

12.2.2 Contractors shall comply with the Group 'Safety Requirements for Contractors', and relevant government/ industry safety regulations.

12.2.3 Operational performance, specific technical data and other relevant safety information shall be assessed prior to procuring goods.

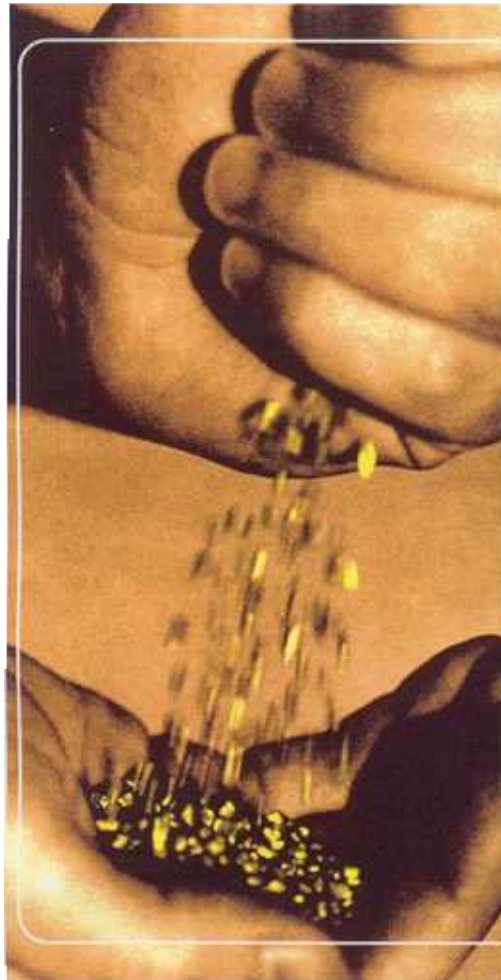
12.2.4 Safety performance of goods and contracted services shall be monitored and audited to ensure that the projected and agreed levels of safety are being achieved.

12.2.5 Training and maintenance needs shall be analysed and documented prior to the introduction of any new goods or services.



Key Safety Benefits

- ✓ Safe and reliable goods and services increase efficiency.
- ✓ Goods and services introduced into the Group meet pre-determined standards, thus maintaining safety in the workplace



13 Business Partnerships

13.1 Goal

13.1.1 Equivalent levels of safety are demonstrated by business partners



13.2 Key Performance Criteria

- 13.2.1 Safety assessments and/or audits of business partners shall be conducted prior to, and during the term of, the contractual agreement. These assessments and/or audits shall be conducted to ensure that the safety architecture of business partners is adequate to support effective safety management.
- 13.2.2 Safety performance statistics between the Group and its business partners shall be contractually available for mutual review, as required.
- 13.2.3 Safety performance statistics from business partners shall be used to continuously benchmark Emirates safety performance.



Key Safety Benefits

- ✓ Common standards of safety will prevail in all Group activities, thereby presenting a consistent level of safety to customers and personnel.
- ✓ Minimises the potential exposure of the Group to liability arising from the actions of business partners.
- ✓ Protection of our customers, and our business interests.
- ✓ Safety knowledge shall be shared, improving standards and mitigating risks.

