

**INTEGRATED SAFETY MANAGEMENT SYSTEM (ISMS)
GOVERNANCE FRAMEWORK**

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1 SAFETY AND QUALITY POLICY STATEMENT



Safety and Quality Policy (Asia Pacific - Australia)

Safety and Quality is a joint commitment to respect and continually improve our processes, rules and standards going beyond regulatory requirements.

We act on any events which may affect Safety or Quality which is at the core of our culture.

The term “Safety and Quality”, as used in this policy, covers all safety and quality elements of aviation (operational), people (occupational), product and environmental sustainability and management.

To support this Policy, all personnel shall adhere to the objectives and procedures contained within the Management Systems.

The Management Systems, developed by Airbus, defines our organisation, as well as accountabilities and responsibilities for the delivery of safety and quality.

In order to mature an integrated and responsive Management System and deliver against this commitment, Airbus has, and will ensure;

- Safety and quality remains integral to everything we do and is at the core of our culture.
- Safety is recognised as the prime consideration for staff, contractors and all interested parties.
- Ownership of safety and quality is demonstrated through visible leadership and accountability at all levels
- Safety and quality principles are reflected in 100% of our behaviour, 100% of the time as endorsed by the accountable executive.

Airbus has and will:

- Provide high quality, safe and environmentally responsible products and services that meet or exceed the expectations of our customers.
- Ensure that safety and quality are not compromised by commercial priorities.
- Promote economic and environmental sustainability in everything we do.
- Strive to prevent work-related injuries and ill health, aviation incidents and accidents through safe, secure, and healthy working conditions, so far as reasonably practicable, and the provision of products and services that support initial and continued airworthiness requirements.

- Maintain compliance to all legal and regulatory requirements as well as conformance to industry standards, including maintenance of applicable ISO certifications and company requirements.
- Invest in safety and quality by providing human, physical and financial resources.
- Document and implement hazard identification and risk management processes in order to consider and plan to eliminate or mitigate risk, so far as reasonably practicable, and determine opportunities arising from risk identification across our business activities, enabling continuous improvement.
- Establish and maintain a proactive reporting culture with a focus on identifying and addressing errors. This will ensure no punitive action is taken against a worker who reports an incident involving human error, and participates in the investigation and development of prevention strategies.
- Apply human factors principles and support initial and ongoing human factors training.
- Comply with the safety and quality standards at all times including cooperating with the requests of auditors and investigators.
- Promote open consultation, cooperation, communication and the sharing of knowledge and learning with stakeholders and other interested parties, including the participation of workers and worker representatives.
- Set clear and measurable performance indicators, targets and objectives.
- Provide, training, education and equipment and other support to enable the fulfilment of this policy.

Christian Venzal
Managing Director
Airbus Australia Pacific

Date: 01 May 2022

Asia Pacific (APAC) means: Airbus entities in the following countries: Australia & New Zealand, Indonesia, Japan, Malaysia, Philippines, Singapore, South Korea, Taiwan, Thailand and Vietnam.

¹ This policy aligns to the Airbus Company OHS Policy (A11) OHS Management System Directive (A1241), Aviation Safety & Quality Policy (POL-010), ICAO Annex 19 and SMS 9859, all applicable regulatory SMS and Part 145 Maintenance Organisation Approvals within APAC, EASA and FAA, ISO 9001:2015, ISO 45001:2018, ISO 14001:2015, AS 9100:2016, and AS 9110:2016.

2 SAFETY CULTURE STATEMENT



Safety Culture

Innovate - Seeking better practices through continuous improvement

Information - To drive better decision making

Learning - Committed to learn from errors

Reporting - Proactive and positive

Just and Fair - Promote trust

Innovative Culture

Airbus Australia Pacific (Airbus AP) is committed to adapting to changing demands effectively while minimising operational risk. Constantly seeking better practices through the continuous improvement cycle will ensure better flexibility. The maintenance of safe practices will not be compromised as work processes change.

Informed Culture

We shall collate, assess and analyse safety data, transforming this data into information that will drive better decision making.

Learning Culture

We are committed to learn from errors. We shall make necessary changes and be proactive in our observation and evaluation of our systems and processes. We shall constantly seek continuous improvement and the identification of vulnerabilities.

Reporting Culture

Airbus AP actively supports and encourages an atmosphere where all workers report information about hazards or safety concerns. It is recognised that human error shall occur and must be managed. Blame and discipline for unintentional error is counterproductive and damaging to our safety culture.

Just and Fair Culture

Our Just and Fair Culture shall provide an atmosphere of trust, in which workers are encouraged to provide essential safety information; as well as recognising those workers promoting continued safe work practices, and positive reporting of error capture.

Part of the prevention is based on lessons learned from our daily activities. Any worker who experiences an unsafe event or situation is encouraged to report it systematically and immediately, and we shall consider it an opportunity for improvement.

We shall focus attention on identifying and addressing the contributing factors (root causes) which led to the event. We will ensure no punitive action is taken against a worker who reports an incident involving human error and participates in the investigation and development of prevention strategies. However, this will not apply to those who have acted in a wilfully negligent manner.

All safety reports are confidential and it is the responsibility of Airbus AP to ensure confidentiality at all stages through the reporting and investigation process.

Christian Venzal
Managing Director
Airbus Australia Pacific

Date: 1 November 2021

¹ Ref: Extracts "Just & Fair Culture Policy", Airbus Helicopters 2017

3 DUE DILIGENCE POLICY STATEMENT



At Airbus Australia Pacific (Airbus AP), due diligence is a critical and proactive approach to enable our leaders to manage Airbus AP aviation, road transport, environmental, and work health and safety risks and impacts.

We expect our leaders to bring an enquiring mind to these risks and impacts. We also expect our leaders to positively promote a culture of compliance with Airbus AP processes, systems and practices, which are designed to manage these risks and impacts.

Airbus AP adopts a zero tolerance approach to non-compliance with its processes, systems and practices.

Due diligence includes taking every precaution that is reasonable in the circumstances to protect all workers, others, and the environment from risks and impacts arising from our business (including undertakings).

When exercising due diligence, it is important for leaders to consider each step, as well as the process as a whole, taking into account the interconnections between the steps and observing any relevant patterns and trends.

This policy shall apply to all within Airbus AP who perform leadership roles whether in a designated or an acting capacity.

It is important for Airbus AP leaders to keep records of their due diligence activities.

Due diligence steps

As a minimum, Airbus AP leaders are expected to take reasonable steps to:

1. **Acquire and keep up to date knowledge** of aviation, road transport, environmental, and work health and safety matters.
2. **Gain an understanding of the nature of the operations of the business** and generally of the hazards, risks and impacts associated with those operations.
3. **Ensure appropriate resources and processes are provided** to enable hazards to be identified and risks to be eliminated or minimised.
4. **Ensure that the business has appropriate processes for receiving and considering** information regarding incidents, hazards, risks and impacts and responds in a timely way to that information.
5. **Ensure the business has, and implements, processes for complying with any legal duty or obligation** of the business under relevant laws.
6. **Verify the provision and use of the resources and processes referred to in 2. – 5. above.**

At Airbus AP, we are committed to supporting our leaders meet their proactive due diligence obligations.

Christian Venzal
Managing Director
Airbus Australia Pacific

Date: 1 November 2021

AIRBUS

4 INTRODUCTION

With around 1500 staff at 19 sites across Australia and New Zealand, Airbus in Australia Pacific (Airbus) supports multiple fixed wing and rotary wing operations for the Australian and New Zealand Defence Forces, as well as civilian operators

Airbus support activities include, Customer Support, Warehousing, Design and Support Engineering, Technical Support, Component Maintenance and Repair Organisation (CMRO), Maintenance and Repair Organisation (MRO), Line Maintenance, Deep Maintenance, Test Flight Operations, Aircraft Life Support Systems (ALSE), Off-Site Maintenance (Super Yachts), Propeller Overhaul, Maintenance and Repair, Simulator (Fuselage) Operations, Simulator (Flight Training) Operations, Pilot/Aircrew Training Operations, Army, Navy and Airforce Maintenance Engineer Training, Aircraft Launch, Return and Off-site Recovery, Flight Line Operations, Ground Mission and Aircraft Support and Aircraft Crash Rescue Helicopter Service (CRH).

Within Australia, Airbus supports the MRH90 Taipan multi-role helicopters for the Australian Army and Navy and ARH Tiger armed reconnaissance helicopters for the Army. Airbus In addition to its helicopter capabilities, Airbus supports Royal Australian Air Force (RAAF) AP-3C Orion and P-8A Poseidon reconnaissance aircraft, C-130J Hercules transport aircraft and the KC-30A Multi-Role Tanker Transport (MRTT).

In New Zealand, Airbus supports P-3K2 Orion, C-130H (NZ) Hercules, Boeing 757-2K2, T-6C Texan II fixed wing aircraft, and NH90, A109 LUH and SH-2G(I) Seasprite helicopters. The company is also recognised as a leader in propeller and engine maintenance.

Through its civilian helicopters division, Airbus delivers new helicopters and supports more than 500 aircraft through a network of local facilities.

Airbus is committed to a workplace free from occupational injury and illness, and has a proactive approach to safety by utilising a robust Safety Management System.

This Integrated Safety Management Systems (iSMS) plan outlines the Framework that has been developed to ensure overall safety of our workers and the airworthiness of aircraft entrusted to our company.

This document describes the approach that Airbus has taken to meet the compliance¹ requirements of safety² legislation and conformance³ requirements to ISO45001 Occupational Health and Safety Management System and ISO14001 Environmental Management System.

The iSMS provides an overarching framework for managing safety hazards and risks arising from operations. It is risk based drawing upon the principles of ISO31000 with the rationale of "Freedom and flexibility to operate within a framework".

This document describes how each element of iSMS meets the requirements of the management system standards, how the elements are integrated and the interactions between the different elements for a systematic approach to management of safety risks.

5 AUTHORITY

This plan is issued under the authority of the Managing Director (MD) and Airbus Board of Directors.

This Integrated Safety Management Systems (iSMS) Governance Framework is directed by and works in parallel with the Safety and Quality Policy [1] and Safety Culture Policy [2].

6 APPLICABILITY

This plan is for mandatory implementation throughout Airbus in Australia Pacific (Airbus).

All documents listed within this plan shall be followed, unless exempted, and the requirement communicated, through awareness training to all personnel.

In the event a program requires a variation or separate SMS, authority shall be sought in the first instance from Senior Manager, Safety.

¹ Compliance to legislation

² Aviation, Workplace, Environment, Chain of Responsibility

³ Conformance to standards, contracts and other non-statutory documents

Discrete SMS's will only be approved where a regulatory requirement exists. Exemptions will be reviewed by the iSMS Working Group who will in turn provide advice to the Executive Safety Review Board (ESRB), as part of consultation, prior to approval. Where approved, discrete SMSs shall comply with the clauses contained within this Framework to ensure consistency.

7 SCOPE

Safety is concerned with human performance and operation within acceptable levels of risk. As such, the scope of iSMS applies to all Airbus Functions, Programs and workers.

The iSMS is intended to be the single source of safety governance for Airbus and integrate Safety Management Systems across both Operational (Aviation) and Occupational (Health and Safety) domains to ensure a holistic approach across the company and serve as a baseline for implementation.

Specifically, the iSMS Scope is to provide *“Strategic corporate management functions of safety, health and environment as related to statutory compliance and senior management functions applicable to the design, manufacture, assembly and distribution of aircraft, aircraft structures, systems, software, simulators and aircraft parts, repair and maintenance of aircraft including helicopters, components and equipment. Design and development of training materials and delivery of training on aircraft.”*

This iSMS Governance Framework has been developed in accordance with the applicable legislative requirements defined by Safety legislation and standards and within the jurisdictions Airbus operates.

The scope of this iSMS includes all parts/sub-parts of the following to ensure the compliance and conformance applicable to Airbus:

- a. Occupational, and Work Health and Safety Acts and Regulations (Australia and New Zealand);
- b. Civil Aviation Regulations (CAR);
- c. Civil Aviation Safety Regulations (CASR);
- d. Civil Aviation Authority New Zealand (CAANZ);
- e. Federal Aviation Administration (FAA) 14 CFR Part 5
- f. Defence Aviation Safety Regulations (DASR);
- g. European Aviation Safety Agency (EASA);
- h. International Civil Aviation Organization (ICAO) Doc 9859 and ICO SMS Annex 19;
- i. ISO14001; and
- j. ISO45001.

Where legislation sets or requires a higher standard and conflicts with a provision contained in this document, the provisions in the local legislation shall take precedence.

Specific exclusions relate to activities at customer sites where Airbus do not control the site under a license or lease and activities are covered by a customer's Management Systems.

The iSMS includes internationally recognised fundamental Safety Management System (SMS) elements including proactive and reactive safety processes, policy and procedures and the development of a resilient (generative) safety culture. This plan establishes the management system that ensures governance against legislative, regulatory and customer safety expectation. It seeks to eliminate duplication of effort, endeavours to increase the effectiveness of safety initiatives and provides clarity with respect to roles and responsibilities.

This iSMS plan draws upon a range of principle documents from our parent, Airbus Helicopters detailed below:

- a. A41 Airbus Company Occupational Health and Safety Policy [38];
- b. Requirements for Occupational Health and Safety Management System [39];
- c. Directive, A1241 [40];
- d. COM 16 Manage Aviation Safety [41];
- e. COM 19 Manage Health Safety and Environment [42];
- f. ED002 Aviation Safety and Quality Manual 09/2020 [43];
- g. ED008 J Flight Operations Manual [44];
- h. ED147 Aviation Safety Management System [45];
- i. ED152 Manual of Corporate Aviation SMS [46];
- j. EP01-24 Corporate aviation safety risk management [47];
- k. EI01-24-0 Aviation safety risk management [48].

For best practice alignment, the Safety Management International Collaboration Group (SM ICG) is reviewed as part of Airbus' commitment to promoting a common understanding of safety management and Safety Management System (SMS) principles and requirements.

8 OPERATIONAL CONTROL

Operational control at a business wide level are managed through a series of Procedures (PR) and is embedded throughout this iSMS. The Procedures are applicable to all Airbus activities within the scope of this iSMS setting the minimum standard which is required to be achieved to assure are managed effectively.

To ensure that an identified business risk is managed effectively across all operations, Work Instructions (WI) provide additional mandatory direction to ensure consistency in approach when delivering operations in accordance with a Procedure.

Operational documents must comply with all related requirements set out in the iSMS but may be tailored to address the specific nature, contexts and challenges of local business activities.

9 MANAGEMENT REVIEW AND ASSURANCE

The assurance program derives content from the iSMS criteria outlined in the elements and used by auditors as part of the verification and review.

The Executive Safety Review Board (ESRB) annually review the content of this plan to ensure it remains relevant and fit for purpose to achieve the intended outcomes of the management system to meet the needs of Airbus and applicable legislation.

10 ALIGNMENT OF MANAGEMENT SYSTEMS

Aviation regulators generally require an SMS to consist of the four pillar (Policy, Risk, Assurance and Promotion) framework with elements aligned to ICAO Annex 19. Airbus has taken this framework and expanded to 14 elements.

For Safety, SMS is considered the overarching system⁴, which is supported several sub-systems, e.g.: Enterprise Risk Management (ERM), Quality Management System (QMS), Environmental Management (EMS) and Security Management (SeMS).

At Airbus, the iSMS and QMS are complementary⁵ and our continual improvement strategy is to establish a synergistic relationship between both systems with the aim of a fully Integrated Management System (IMS).

To achieve compliance and conformance, the iSMS utilises and draws upon the QMS to supplement to ensure safety objectives are realised⁶.

11 INTER-RELATIONSHIP OF CONFORMANCE AND COMPLIANCE

The matrix relationship between the statutory compliance documents and associated ISO standards that Airbus complies with is available on request through Safety Systems.

11.1 ISMS element conformance and compliance detail

Each of the 14 elements details:

- a. Title;
- b. Hierarchy, as it applies to document and records management;
- c. Applicability, as it applies to Airbus functions;
- d. Document Owner;
- e. Document Authority; and
- f. References/Clauses, as they apply to specific regulatory, ISO and/or non-statutory requirements;
- g. For the civil aviation contents, the ICAO SMS reference is provided as opposed to individual jurisdictions, e.g. CASA and CAA-NZ, as detailed below.

⁴ CASA AMC-139 s10.3

⁵ ICAO SMM Doc 9859/3rd Edition (5.4.2.3)

⁶ CASA AMC-139 s10.3

Element 1 - Management Commitment & Review			
Hierarchy	Applicability	Document Owner	Document Authority
Strategic	Airbus Australia Pacific	Senior Manager Safety and Systems	Managing Director
References/Clauses:			
ISO14001	ISO45001	CASR145	DASR
5.1 5.2 9.3	5.1 5.2 9.3	MOS 145.A.65(d)(1)(i)	SMS.A.25 (1) 1.1 SMS.A.25 (1) 1.2 AMC SMS.A.25(B)(1)(A) AMC SMS.A.25(B)(3)3.1
ICAO A/19	EASA 145	FAA PART 5	CAA-NZ 100.3
APP2 1.1	AMC 145.A.65	5.21	100.3(a)(1) AC100-1(2.1 ELEMENT 1) AC100-1(2.11 ELEMENT 11)

FIGURE 1 EXAMPLE OF ISMS ELEMENT

12 CONSULTATION AND COMMUNICATION

This iSMS has been developed in consultation with key representatives from throughout Airbus to ensure compliance with:

- Civil aviation legislation and Defence Force regulations applicable to initial and continuing airworthiness of aircraft in Airbus care and custody;
- Workplace Safety and Environmental Sustainability legislation; and
- ISO certifications and contractual obligations.

13 INTERPRETATION OF TERMS

Meaning of “Safety”

The term “Safety” as used in this framework is considered to be a term covering all of the elements of “Operational Safety” (Aviation) and “Occupational Safety” (People and Environment). For the purposes of this iSMS Framework, “Aviation Safety” encompasses; Flight Operations, Maintenance Operations (AMO and CAM-SO), Engineering Design (MDO) and other Airworthiness elements. “Occupational Safety” encompasses all workplace health (physical/mental) and safety and environment.

For the purposes of this iSMS, Health, Safety and Environment (HSE), Workplace Health and Safety (WHS), Occupational Health and Safety (OHS), Occupations Safety and Health (OSH) or a close variant shall have, for the purposes of this system, the same meaning. Airbus globally uses the term ‘Health, Safety and Environment (HSE)’.

Meaning of “Shall”, “Should”, “May”.

- “Shall” indicates that an act or requirement/duty must be performed.
- “Should” indicates a recommendation.
- “May” indicates the act or requirement is at discretion or permission.

Abbreviations and Definitions

A full set of abbreviations and definitions is contained within Annex G.

14 AIRBUS - FULLY INTEGRATED ORGANISATION

Airbus operates as a fully integrated organisation with all safety resources within one function, Safety Systems, which covers all operational programs.

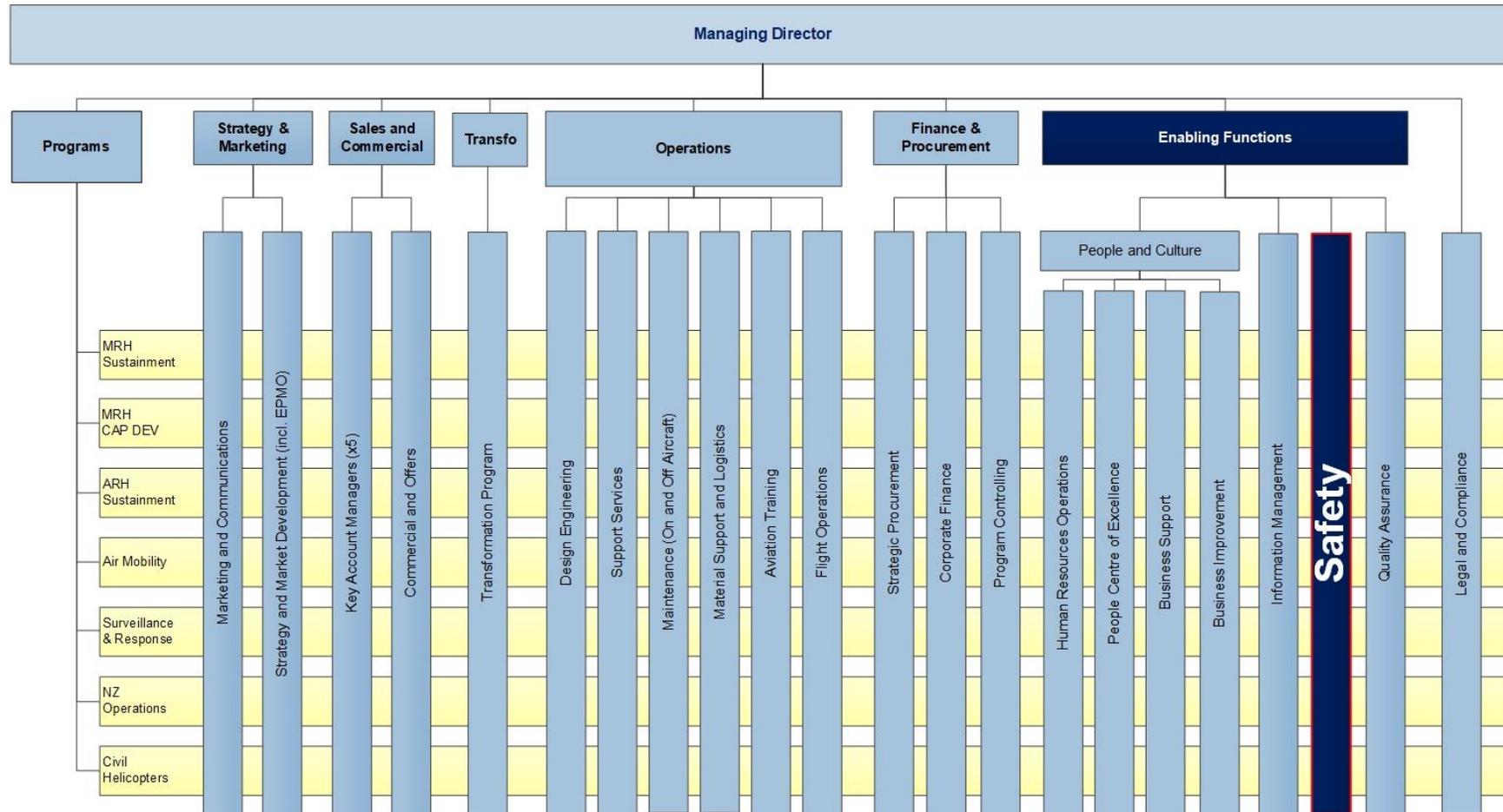


FIGURE 2 ORGANISATIONAL STRUCTURE

15 AIRBUS SAFETY SYSTEMS ORGANISATION

The purpose of this section is to document the organisational structures, roles, responsibilities and systems of the Safety function. The Safety function acts on behalf of the Board, the Manager Director and Executive Leadership Team (ELT) in the overview of all areas within the company which have an impact on safety and regulatory compliance through the Integrated Safety Management System. The Senior Manager, Safety Systems and direct reports may escalate critical safety issues to the Vice President Enabling Functions and Managing Director as required pursuant to regulatory requirements defined by WHS/OHS ICAO, CASA, CAA-NZ & DASR.

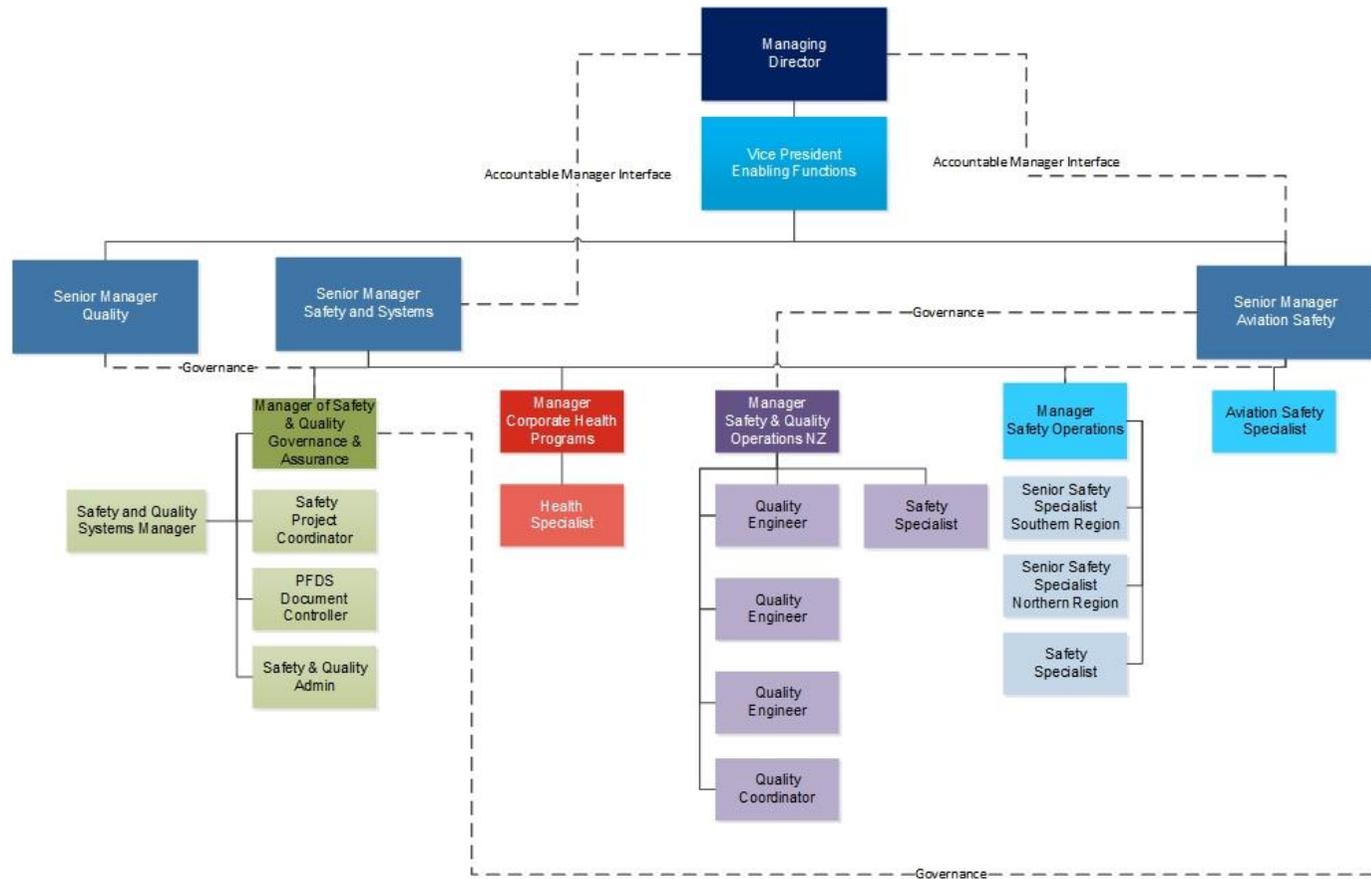


FIGURE 3 SAFETY SYSTEMS ORGANISATION STRUCTURE

16 SAFETY LAW HIERARCHY

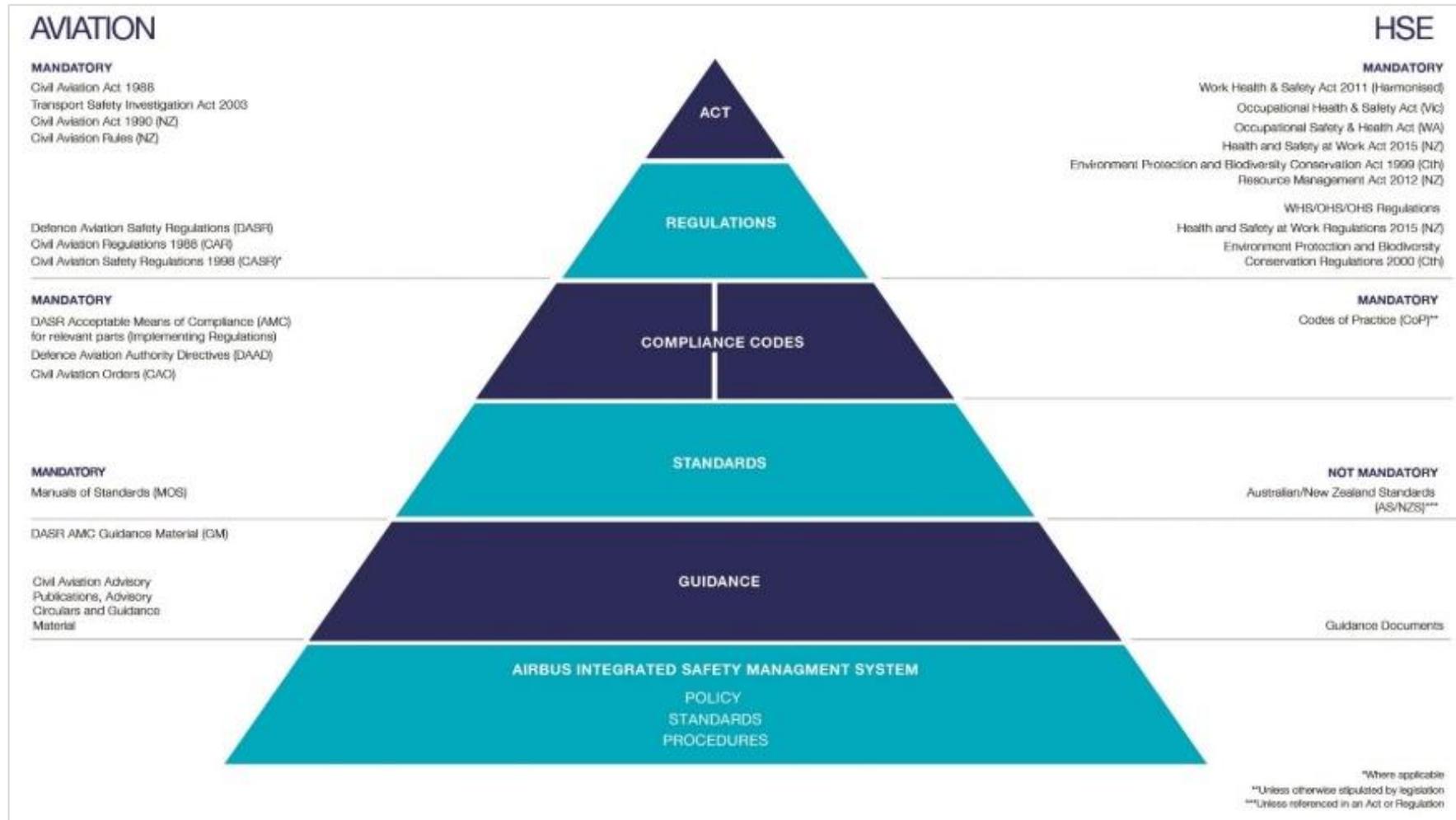


FIGURE 4 HIERARCHY OF LAW

17 PILLARS OF THE INTEGRATED SAFETY MANAGEMENT SYSTEM (ISMS)

The level of detail and complexity of the management system - and the extent of the documentation and resources devoted to it - depends on the nature and scale of the business activities.

The Airbus iSMS was developed against ICAO Annex 19 App 2, SMM 3rd and 4th Editions. The 4 pillars are divided into 14 elements with each setting out to achieve a specific objective that enables a business or site to best identify and manage its various safety risks and opportunities. Every element includes a number of clauses, which detail the minimum requirements to meet each objective. These requirements are the basis for ongoing assurance.

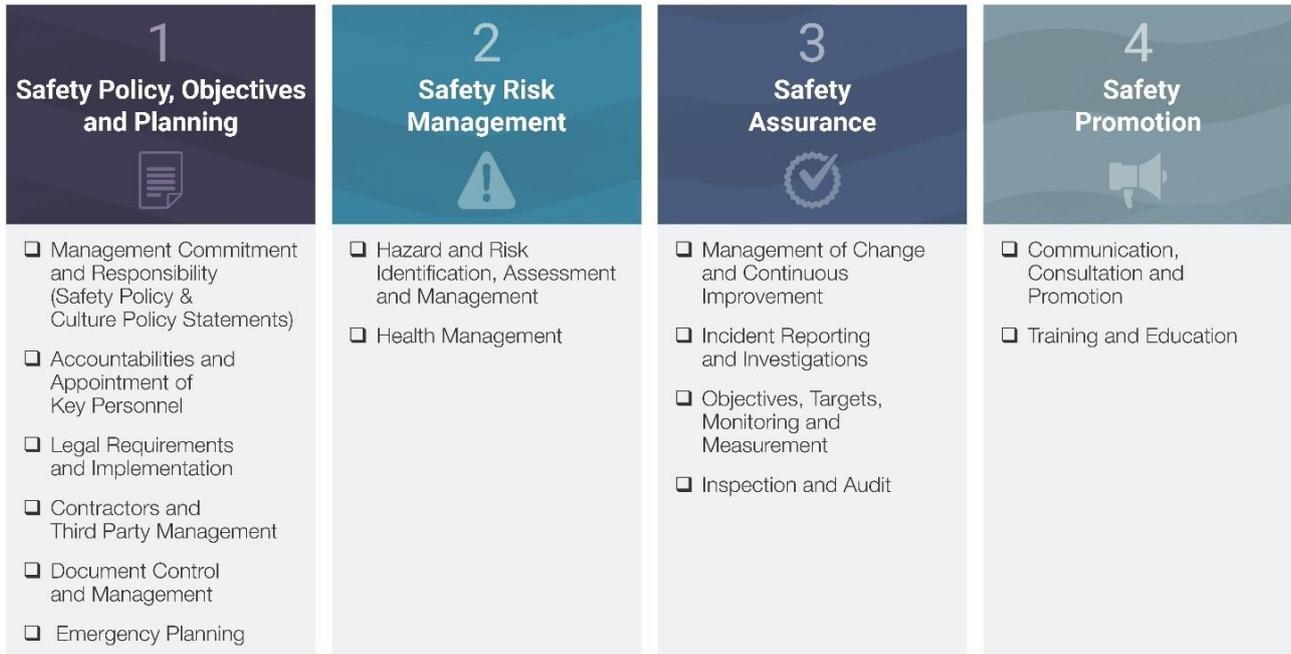
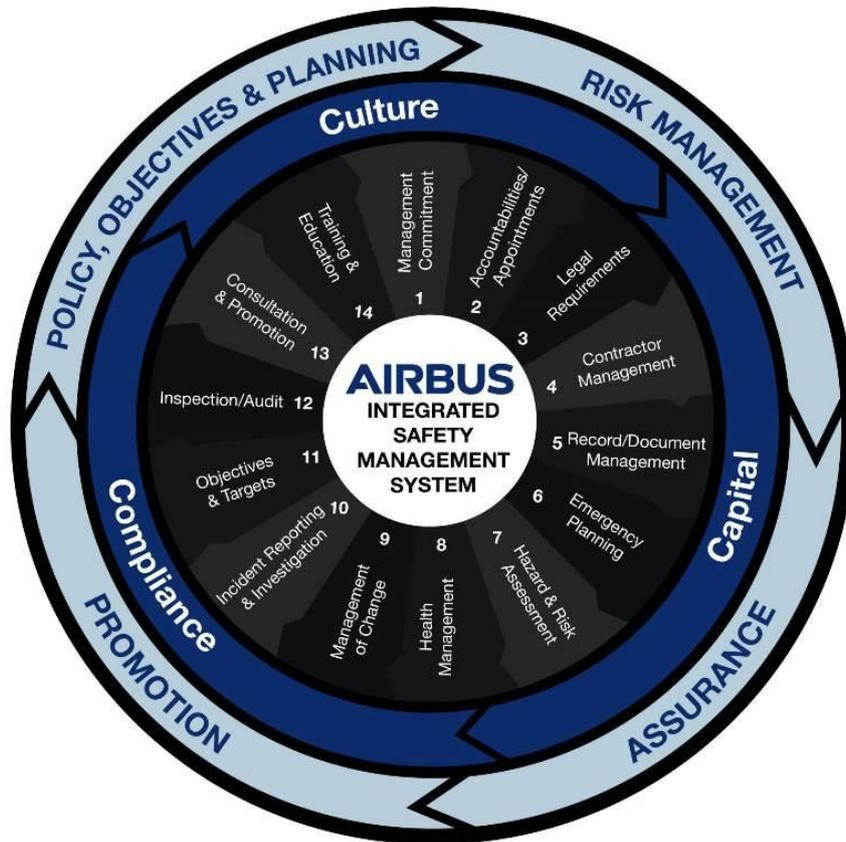


FIGURE 5 PILLARS OF SAFETY MANAGEMENT

18 INTEGRATED SAFETY MANAGEMENT SYSTEM (ISMS)

The Airbus safety approach identified opportunities to improve and ensure continual evolution and improvement. As a result, the Airbus Integrated Safety Management System (iSMS) continuum was created where all components interact in a continuum which provides a “prevention in depth” model as shown in Figure 6.



The “What”, “Why” and “How” of the Airbus iSMS								
Outer ring	WHAT	Pillars of SMS						
Centre ring	WHY	Underpinning principles						
		<table border="1"> <thead> <tr> <th>Culture</th> <th>Compliance</th> <th>Capital</th> </tr> </thead> <tbody> <tr> <td>Striving for a generative level where safety is fully embedded</td> <td>Meeting and exceeding our statutory and contractual obligations</td> <td>Ensuring sufficient human, physical and financial resources</td> </tr> </tbody> </table>	Culture	Compliance	Capital	Striving for a generative level where safety is fully embedded	Meeting and exceeding our statutory and contractual obligations	Ensuring sufficient human, physical and financial resources
		Culture	Compliance	Capital				
Striving for a generative level where safety is fully embedded	Meeting and exceeding our statutory and contractual obligations	Ensuring sufficient human, physical and financial resources						
Inner ring	HOW	Elements of iSMS						

FIGURE 6 THE INTEGRATED SAFETY MANAGEMENT SYSTEM (ISMS) CONTINUUM

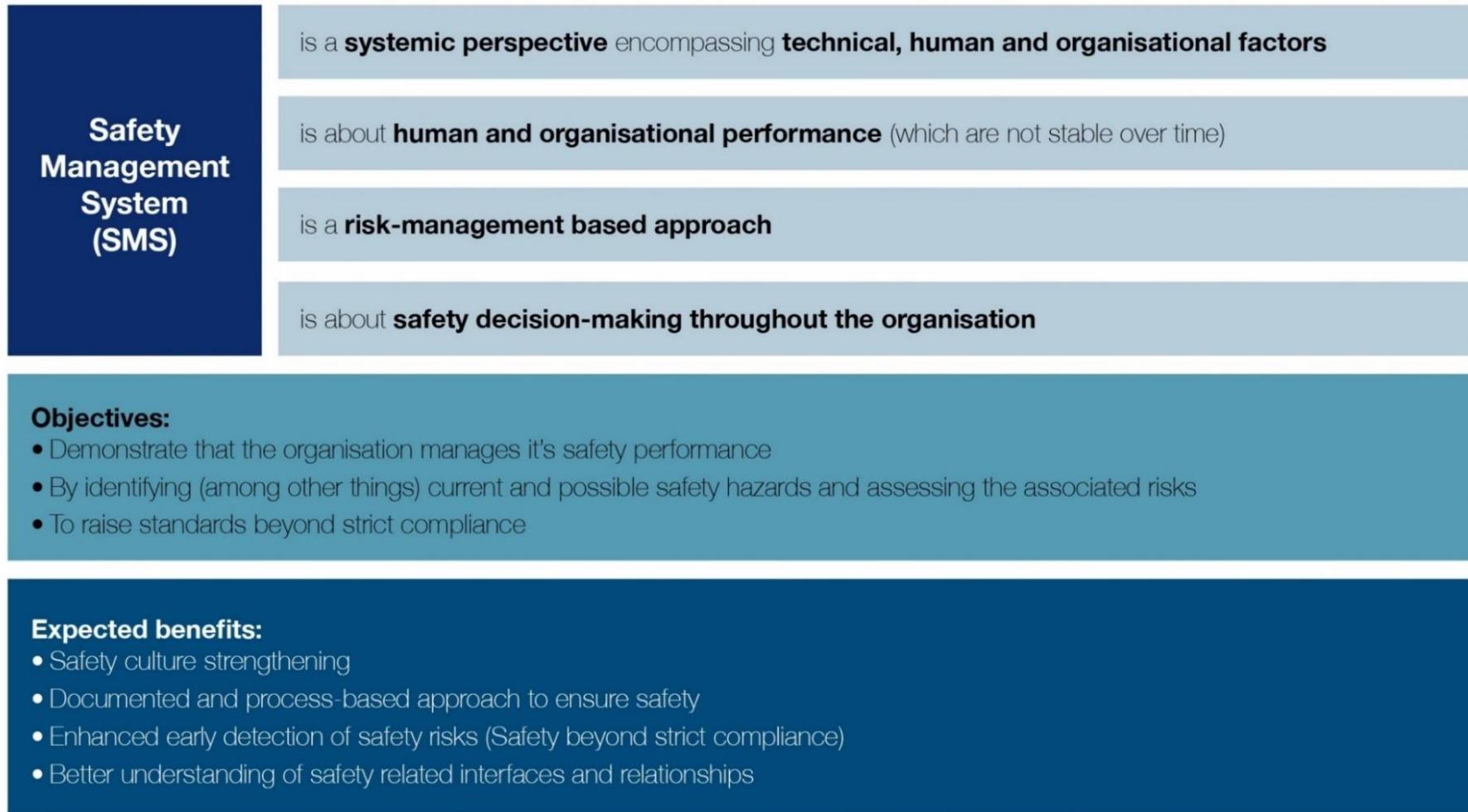


FIGURE 7 SAFETY MANAGEMENT SYSTEM

19 ISMS INTER RELATIONSHIP FRAMEWORK

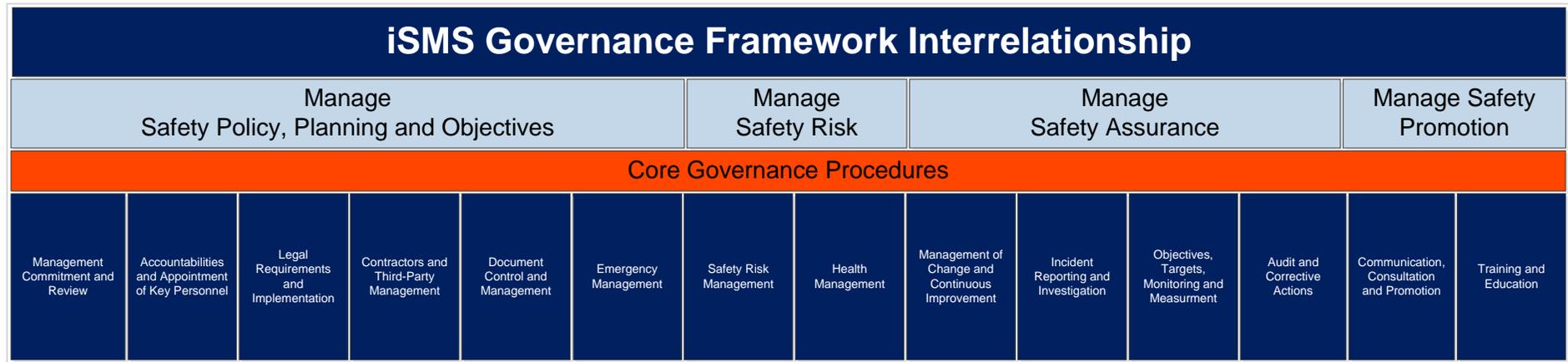


FIGURE 8 ISMS INTER RELATIONSHIP FRAMEWORK

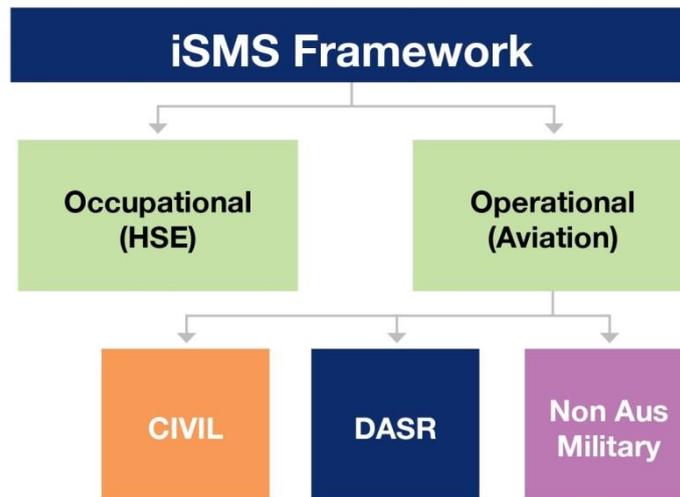


FIGURE 9 ISMS FRAMEWORK

20 INTERRELATIONSHIP OF COMPLIANCE AND CONFORMANCE

The embedded matrix reflects comparative analysis and correlation of the iSMS and the following:

- a. ICAO Annex 19 App 2 (SMM 3rd Ed 2012);
- b. AS/NZS ISO 45001;
- c. AS/NZS ISO14001;
- d. AS/NZS ISO9001;
- e. IAQG/AS/EN 9100;
- f. IAQG/AS/EN 9110;
- g. ORO.GEN. EASA;
- h. CAANZ - Part 145 CAA Consolidation - Aircraft Maintenance Organisations – Certification;
- i. CAANZ - Part 100 - CAA Consolidation - Safety Management;
- j. Pt 145.A (NPA) EASA;
- k. CASR - Part 145 Acceptable Means of Compliance (AMC) / Manual of Standards (MOS);
- l. DASR SMS;
- m. DASR Pt 145.A;
- n. FAA 14 CFR PART 5;
- o. Aviation Assurance Model: Present, Suitable, Operating, Effective (PSOE);
- p. Workplace Health and Safety (WHS) Acts;
- q. WHS Regulations;
- r. Health and Safety at Work (HSW) Act 2015 (NZ);
- s. HSW Regulations (NZ);
- t. ISO 55001 Asset Management;
- u. ISO 50001 Energy Management Systems;
- v. ISO 41001 Facility Management Systems.

This document is fluid and dynamic and content herein may not be current.

For further information, contact [Safety Systems](#).

21 STRATEGIC SAFETY PLAN

The seven key focus areas are as follows, defined in our Strategic Safety Plan are:

Safety Management System (SMS)	1. LEADERSHIP	Through management commitment, responsibility and accountability
	2. GOVERNANCE	Compliance with legal responsibilities within integrated and certified management systems
	3. ENGAGEMENT	Through consultation and promotion
	4. RISK MANAGEMENT	Incorporating incident investigation and emergency preparedness
	5. HEALTH MANAGEMENT	Through early intervention (triage) and workplace rehabilitation
	6. TRAINING AND EDUCATION	Through competency frameworks and mentoring
	7. VERIFICATION	Through audit and inspection

FIGURE 10 STRATEGIC SAFETY PLAN

22 DOCUMENT HIERARCHY

Document Type	Definition	Custodian Level	Authorisation Level
Policy	A broad statement that outlines business intent and commitment authorised by the Managing Director on behalf of the Board and applies throughout the entire organisation.	Senior Manager Safety and Systems	Managing Director
iSMS Governance Framework	An annex to the primary Safety Policy setting the foundation and minimum requirements of the iSMS. Supports iSMS through the execution phase of a Procedure and/or Work Instruction.	Senior Manager Safety and Systems	Managing Director
Process Information	An overarching document describing the group of processes that achieve the core or enabling outcome.	Senior Manager Safety and Systems	Senior Manager Safety and Systems
Plan	An annex to the primary Safety Policy setting minimum requirements. Examples are: Emergency Preparedness & Response Plan (Flight Operations) Emergency Preparedness and Response Plan (Ground Operations) Operational Environment Management Plan, Crisis and Business Continuity Plan.	Senior Manager Safety and Systems	Senior Manager Safety and Systems
Procedure	Based directly on Acts, Regulations, Codes of Practice and ISO/AS/NZS standards. Clear direction, stating the minimum requirements needed to meet compliance/conformance. 'Procedures' apply throughout Airbus.	Senior Manager Safety and Systems	Senior Manager Safety and Systems
Work Instruction	Subordinate to Procedures. (Based on Acts, Regulations, Codes of Practice and ISO/AS/NZS standards). Created to enable functions and programs in specific activities mandatory requirements needed to meet compliance/conformance. 'Work Instructions' apply throughout Airbus.	Senior Manager Safety and Systems	Senior Manager Safety and Systems
Safe Work Instruction	Developed to define "how" the requirements of a Procedure and/or Work Instruction shall be met. Safe Work Instructions shall detail the link, as an administrative control, to a specific risk and the applicable Procedure and/or Work Instruction. Safe Work Instructions shall encompass the step-by-step directions for carrying out a given task. A Safe Work Instruction may be in the form of an Electronic Technical Publication (IETP) or Job Safety and Environmental Analysis (JSEA) or a combination of both.	Business Unit Manager or above	Department Manager or above
Form (including Checklists)	Supports the Procedure, Work Instructions and Safe Work Instructions used to record information.	For Forms applicable to Airbus	For Forms applicable to Functions/Programs
		Senior Manager Safety and Systems	Functional or Program Manager
		Business Unit Manager or above	Department Manager

FIGURE 11 DOCUMENT HEIRARCHY

23 SAFETY CULTURE

Airbus safety culture is 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 iSMS.

Airbus safety culture is a just and fair culture where human errors are accepted as a part of the human condition, and where individuals are committed to reducing error. In establishing and maintaining the just and fair culture it is important to distinguish between a violation and an error.

Under a just and fair culture, human error is not normally treated with a punitive response; however wilful violations of rules and procedures are not tolerated.

Safety Awards for the recognition of outstanding contributions to safety within Airbus is an extremely effective way of advancing the safety culture. Managers are encouraged to recognise an individual or team outstanding contribution to safety wherever appropriate and report this within AIRS (IQSMS). External agencies (e.g. Australian Defence Force (ADF), New Zealand Defence Force (NZDF), Flight Safety Foundations, etc.) may also initiate safety recognition awards to employees/organisations.

Annex A details Safety Behaviour Management Tool adopted by Airbus to assist in the determination of the degree of culpability.

23.1 Generative Safety Culture

Demonstrated commitment of management to safety at all levels is essential in establishing a robust safety culture. The culture of an organisation is an expression of ‘the way things are done around here’. A safety management system (SMS) comprises sound policies, practices and procedures, however, these elements on their own do not make the system effective. Effectiveness is achieved through a robust generative safety culture, where the often unspoken beliefs, attitudes and values of all Airbus employees play an active role in the pursuit of safety and error prevention. A generative safety culture is a culture where safety is intrinsic to the way all things are done. Figure 14 portrays the safety cultural levels of maturity through increasingly informed management and increasing trust by and accountability of employees.

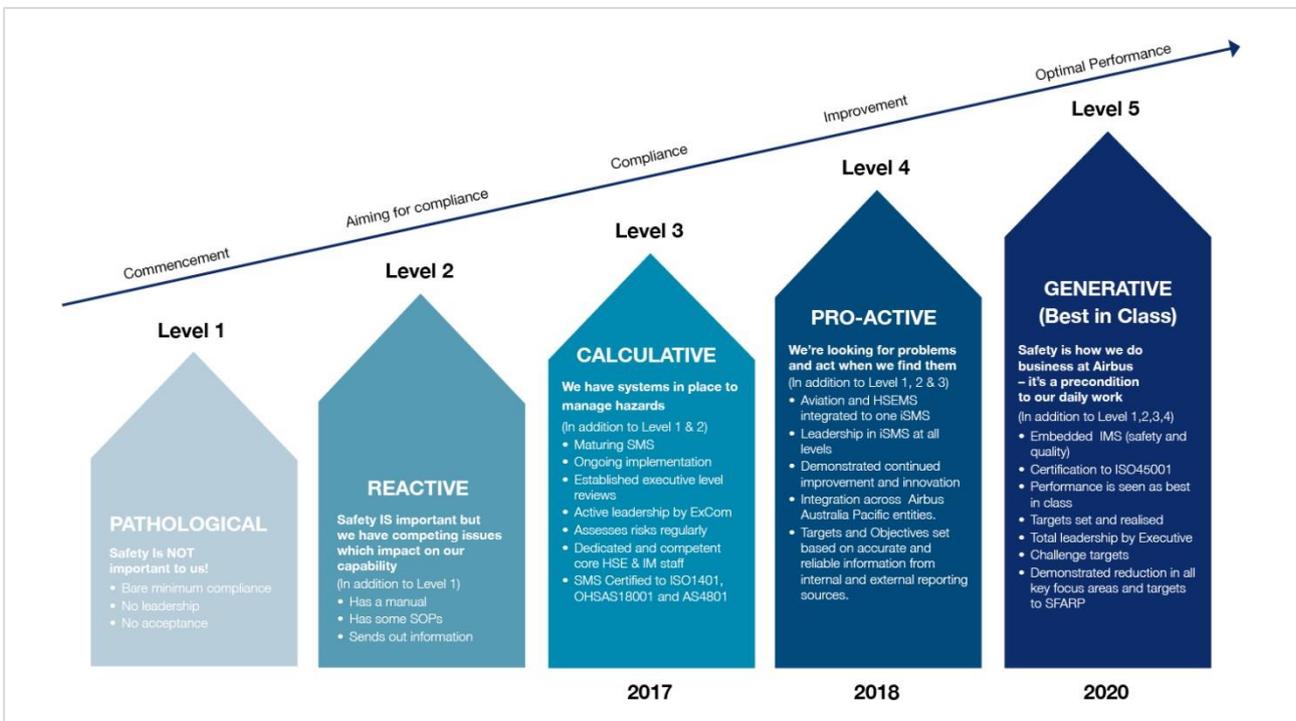


FIGURE 12 CULTURAL LEVELS OF MATURITY

A generative safety culture is characterised by the following:

- a. personnel are never satisfied with the state of the SMS and are continually looking for ways to improve it;
- b. new ideas are considered carefully and if appropriate incorporated into the SMS;
- c. when hazards are identified, they are immediately notified to all personnel, and the organisation's processes are followed to rapidly eliminate/mitigate the hazard;
- d. personnel are encouraged and praised for working safely; and
- e. personnel are encouraged to report instances of human error because they know the organisation's response will be to:
 - (i) evaluate the reasons why the human error occurred;
 - (ii) learn from the error and ensure processes are improved to prevent or mitigate against a recurrence of the error by the system's defences; and
 - (iii) report the error widely so that all levels of the organisation can learn from the error.

24 ISMS GOVERNANCE FRAMEWORK OVERVIEW

Element 1 Management Commitment and Review

This Element sets the requirements for the management of Safety at corporate level and is concerned with the provision of policy direction in Airbus and the ability to positively influence Safety behaviours and exercise due diligence for the following:

- a. Provision of Safety and Quality Policy direction in Airbus;
- b. Ability of Airbus to positively influence Safety behaviour;
- c. Ability of Airbus to make informed decisions on Safety;
- d. Provision of resources for the management of Safety; and
- e. Describing the type, frequency and level of management review required to ensure continual improvement of the Safety Management System.

Top management use a number of different methods to demonstrate and evidence leadership and commitment, including (but not limited to):

- a. Undertaking Management Review Meetings;
- b. Involvement in Governance Board Group Meetings;
- c. Undertaking Executive Safety Review Board (ESRB) Meetings;
- d. Contributing to Strategic Risk Register Workshops; and,
- e. Undertaking Safety Interactions/Gembas.

SMS, like all management systems, requires regular review to ensure that the aim of the system is being achieved. The Executive Safety Review Board (ESRB) and Division/Department Safety Committees are responsible for reviewing the SMS.

The Safety and Quality Policy, Safety Culture Policy and Due Diligence Policy [49] been developed and endorsed by Executive Leadership including the Managing Director. The policies are displayed in each workplace adjacent to local Safety Notice Boards with copies available on Safety Hub page and Public Internet.

Policies are reviewed on a needs basis and also as part of the iSMS Management Review.

Formal Management review is conducted on an annual basis and various times as part of the Executive Safety Review Board. The Management Review includes the following core elements:

- a. Actions from previous management reviews;
- b. Changes in external and internal issues that are relevant to the iSMS, including:
 - (i) the needs and expectations of interested parties;
 - (ii) legal requirements and other requirements;
 - (iii) risks and opportunities.
- c. the extent to which the policy, targets and objectives have been met;
- d. information on performance, including trends in:
 - (i) events, nonconformities, corrective actions and continual improvement;
 - (ii) monitoring and measurement results;
 - (iii) results of evaluation of compliance with legal requirements and other requirements;

- (iv) audit results;
 - (v) consultation and participation of workers;
 - (vi) risks and opportunities.
- e. adequacy of resources;
- f. relevant communication(s) with interested parties;
- g. opportunities for continual improvement;
- h. The outputs of the management review shall include decisions related to:
- (i) the continuing suitability, adequacy and effectiveness of the iSMS its intended outcomes;
 - (ii) continual improvement opportunities;
 - (iii) any need for changes to the safety management system
 - (iv) resources needed;
 - (v) actions, if needed;
 - (vi) opportunities to improve integration of the safety management system with other business processes;
 - (vii) any implications for the strategic direction of the organization.

Outcomes of management reviews are communicated to workers, their representatives, other relevant identified interested parties

Element 2 Accountabilities and Appointment of Key Personnel

This Element identifies the accountable executives who, irrespective of other functions, have ultimate responsibility and accountability, on behalf of the organisation for the implementation and maintenance of the SMS. Further, this element:

- a. clearly defines lines of Safety accountability throughout the organisation, including a direct accountability for Safety on the part of senior management;
- b. identifies the accountabilities of all members of management, irrespective of other functions, as well as of employees, with respect to the Safety performance of the SMS;
- c. documents and communicates Safety responsibilities, accountabilities and authorities throughout the organisation; and
- d. defines the levels of management with authority to make decisions regarding Safety risk tolerability.

This element shall also appoint those responsible and accountable for the implementation and maintenance of the SMS.

Element 3 Legal Requirements and Implementation

This element sets out the methodology for identifying and complying with existing and planned legal requirements that apply to Airbus activities, products and services. In particular, this chapter includes requirements for the:

- a. Identification and compliance of Safety legal requirements;
- b. Inclusion of Safety legal requirements into the SMS;
- c. Evaluation and review of Safety legal requirements;
- d. Relationships with, as well as perceptions and values of, its external interested parties and stakeholders; and
- e. Access to Safety legal requirements and information.

Needs and expectations for interested parties have been incorporated into the iSMS based on statutory and contractual requirements and addressed during planning and establishment of the iSMS.

Compliance and other requirements are documented in the Safety Compliance Register. The register approach has been to document directly applicable requirements in legislation that applies to Airbus activities.

Safety Systems subscribes to Safety alerts which provide triggers for amendments to the Compliance Register. The potential impacts on the business are reviewed and where necessary a management of change process is initiated to amend procedures and practices.

Compliance is assessed with further validation as part of internal auditing process. The compliance review process is undertaken on at least an annual basis. The review is conducted by Safety Systems with documentary compliance evidence requested from individual sites as necessary. Where observational evidence or local hard copy documents are required to validate compliance status a series of requirements

will be added to a site specific audit protocol and gathered through the site based internal audit.

Findings are documented and corrective actions developed and tracked to closure using process detailed in Audits [7] and Manage Corrective Actions [8].

Element 4 Supplier and Contractor Management

This Element sets the requirements for the management of safety in contracts for goods and services defining how Airbus will discharge its duties when contracting services and/or goods as duties are not transferable by contract and managed in proportion to the degree of influence and control.

Moreover, set out are the requirements for the elimination and minimisation of risks, so far as reasonably practicable, arising from duties that relate to the acquisition, sustainment, design, manufacture, supply, importation, installation, maintenance, commissioning and disposal of any material, and in particular to any material that meets the definition of plant, substance, structure or radiation source under applicable safety legislation and standards when engaging contractors, suppliers and procurement activities.

Element 5 Document Control and Management

This Element describes the requirements for developing and reviewing safety policies, procedures and other Safety Management Systems documents. In addition, this element details the control of documents related to the Process Framework and Document Suite (PFDS) to track and store electronic documents and/or images of paper documents.

Key safety records that are controlled include:

- a. Records that demonstrate legal compliance; and
- b. Records (registers, audit reports, compliance evaluations, Safety objectives and targets, performance evaluations, event reports, preventive/corrective action reports, training records, communication internal and external records).

Element 6 Emergency Management

This Element describes the methodology for the identification and assessment of potential emergencies and the documentation and communications. Under this element, emergency action plans are required to be prepared and tested pursuant to legislative requirements and/or standards.

Emergency Response Plan (ERP) in this element addresses both airside, landside, ground and aviation/flight operations ERP requirements.

Element 7 Safety Risk Management

Airbus recognises its legal, parent company and contractual compliance obligations in relation to Safety Risk Management and the purpose of this chapter is to set out the requirements for the identification, assessment, management, recording and reporting of safety risks, implementing necessary control measures of routine and non-routine activities. Airbus employs the hierarchy of controls to reduce the risks. The hierarchy of controls is based on risk management principles, consistent with ISO31000.

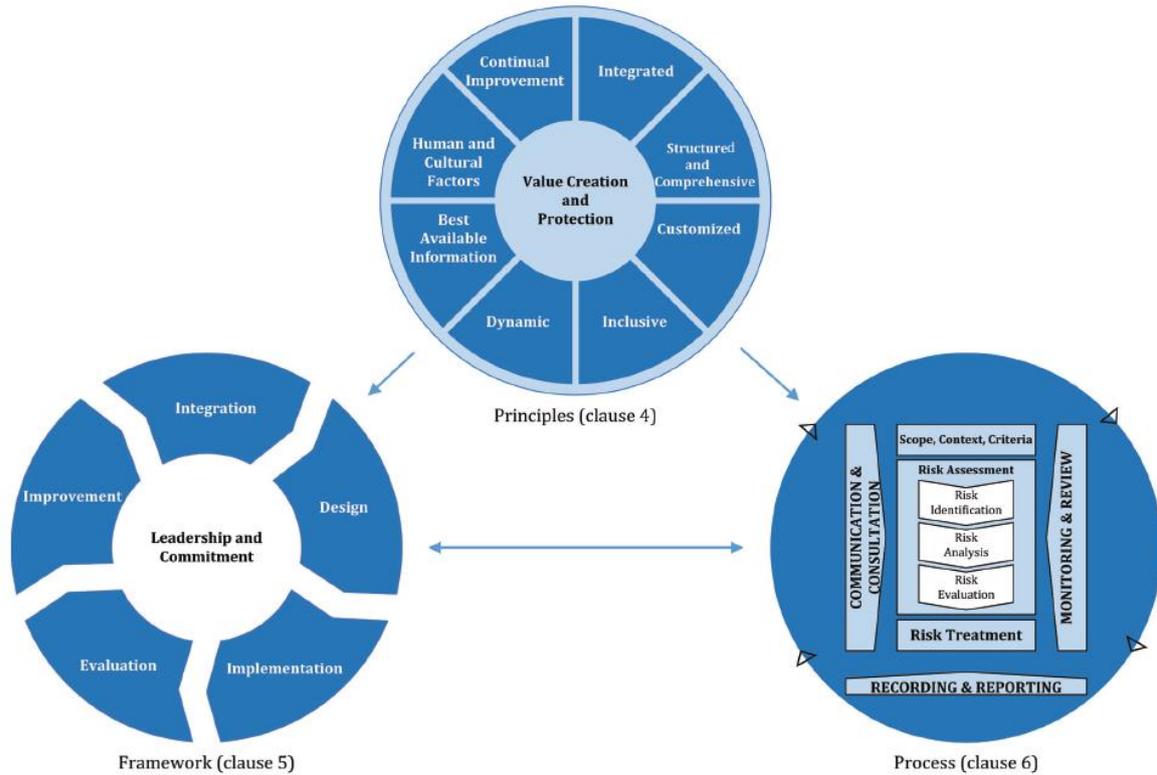


FIGURE 13 RISK MANAGEMENT RELATIONSHIP

Element 8 Health Management

This Element sets the requirements for the monitoring of the health of Airbus workers and conditions of the workplaces, and includes health monitoring and work environment.

Contained in Element 8 are the requirements for the provision of awareness of, and access to, services for rehabilitation of Airbus workers affected by injury or illness related to their work and access to, workers compensation for Airbus personnel injured in the course of employment.

Element 8 also contains requirement for the company Alcohol and Other Drug (AOD) Management Program in accordance with CASR Part 99 and DASR 145.

Element 9 Management of Change and Continuous Improvement

The purpose of this Element is to describe the requirements, processes, methods, procedures and guidelines for compliant and effective development, implementation and review of Safety Management Programs and Plans.

Element 10 Event Reporting and Investigations

Element 10 has been defined in two separate procedures. The process for reporting events is contained in Event Reporting [4], including the notification requirements for events based on severity, and when special purpose investigations or legal privilege may be invoked. The process for conducting investigations is contained in Investigations [5].

Element 11 Objectives, Targets, Monitoring and Measurement

The purpose of this Element is to establish measurable safety objectives and set quantifiable targets for SMS improvement within Airbus, meeting the requirements of the Safety and Quality Policy and considering significant areas of concern. These objectives are reviewed by management and applicable functions at periodic intervals. The element ensures that interested parties are considered when setting and reviewing objectives and targets by setting the requirements for the measurement based on safety performance.

Annex B contains the Airbus Safety Strategic Plan ensures strategic company safety objectives and strategies are achieved. The Senior Manager, Safety Systems and Senior Manager Aviation Safety are jointly responsible for its development in conjunction with safety stakeholders and members of the Executive Safety Review Board.

Airbus looks beyond the direct meaning of safety and considers our objectives and how activities impact on interested parties and considering both positive or negative issues that may affect directly or indirectly the achievement of expected results, or achieve clear progress towards planned objectives as it has been intended.

Objectives and targets are developed as part of the safety strategy and planning with inputs including:

- a. Significant safety risks;
- b. Legal requirements;
- c. Strategy;
- d. Hazards, events and trends;
- e. Internal/external audit findings;
- f. Safety assurance;
- g. Customer requirements and expectations.

The objectives are developed by Senior Manager, Safety Systems and presented at the Executive Safety Review Board for discussion and ratification. Targets are formulated based on the available inputs and the ability of the business to both resource and fund improvements.

Following agreement of objectives and targets, management programs are developed to deliver and track progress against achieving objectives and targets. Persons will be assigned responsibility for each of the actions identified in the management programs.

Safety Performance Metrics (SPMs) are identified and tracked for each site and reported monthly by Safety Systems in visual dashboards and Quarterly at the ESRB.

Risks which are identified are recorded and monitored in AIRS (IQSMS), ensuring they are minimised so far as reasonably practicable and also reported monthly by Safety Systems in visual dashboards.

Monitoring that is legally required by permits are conducted by NATA accredited external third parties and all analysis conducted in NATA accredited laboratories.

Element 12 Audit and Corrective Actions

This element describes the requirements for the internal and external audit process of the SMS, to ensure the SMS are effectively implemented and maintained as per the requirements of the applicable statutory legislation and ISO certification requirements. Also contained in this element are requirements for compliance assurance related to workplace inspections.

This element also sets out requirements for ensuring that corrective and preventive action is taken to mitigate accidents, event and non-conformance pertaining to safety requirements identified as a result of measuring, monitoring, audits and other reviews of the safety management system.

The internal audit program is developed on an annual basis targeting specific areas of risk. The frequency of audits is assigned commensurate to risk profile. Internal auditors are independent of the area that they are auditing and are trained to assure their competence and the quality of the audit process. Internal auditors are authorised by Senior Manager, Safety Systems. External auditors are those approved through corporate governance.

Internal audits are conducted in accordance with Audits [7] and Manage Corrective Actions [8].

Element 13 Communication, Consultation and Promotion

This element sets the requirements for consultation, cooperation and coordination and includes the requirements and associated essentials related to Safety Committees, Action Groups, Issue resolution, Cessation of work, Provisional Improvement Notices (PINs) and discrimination and coercion.

An effective iSMS relies on good communication from the highest to the lowest levels and across all activities that are specific to the program/project.

All communications are governed by this element which outlines:

- a. The identification of internal and external stakeholders;
- b. Management of internal communications from top management to all levels of the organisation;
- c. Management of internal communications from the business to top management;
- d. Management of outgoing communications regarding Safety performance to external stakeholders;
- e. Management of incoming communications from external stakeholders

The Senior Manager, Safety Systems and Senior Manager, Aviation Safety, in conjunction with program Safety Specialists and/or delegates, will communicate and disseminate any relevant safety information, strategy and objectives. In addition, site/project directors/managers should ensure that safety related information is communicated to all levels of their organisation.

Element 14 Training and Education

The purpose of this element is to establish Airbus's methodology for identifying training needs and to ensure that all workers, whose work could affect the performance of safety requirements, have received appropriate training and are competent to perform their job.

This element ensures that all workers are made aware of requirements of the SMS as per the needs of their position.

25 ISMS GOVERNANCE FRAMEWORK ELEMENTS

APPLICABILITY

All documents listed within this element shall be followed, unless exempted, and the requirement communicated, through awareness training to all personnel.

ELEMENT 1: MANAGEMENT COMMITMENT AND REVIEW				
HIERARCHY	Strategic		APPLICABILITY	Airbus
DOCUMENT OWNER	Senior Manager Safety Systems		DOCUMENT AUTHORITY	Managing Director
REFERENCES/CLAUSE:				
ISO14001	ISO45001	CASR 145	DASR	ED002
5.1 5.2 9.3	5.1 5.2 9.3	MOS 145.A.65(d)(1)(i)	SMS.A.25 (1) 1.1 SMS.A.25 (1) 1.2 AMC SMS.A.25(b)(1)(a) AMC SMS.A.25(b)(3)3.1	2.1.1 2.1.2 2.1.3 9.3
ICAO A/19	EASA 145	FAA 14 CFR Part 5	CAA-NZ 100.3	ISO9001
APP2 1.1	AMC 145.A.65	5.21	100.3(a)(1) AC100-1(2.1 Element 1) AC100-1(2.11 Element 11)	5.1 5.2

Objective:

1. Develop a management system that establishes a clear set of values and objectives for the effective management of safety performance. It shall be consistent with Airbus global policies and contain the required elements for aviation and people safety as well as health and the environment.
2. Ensure the division management system is efficient and effective in managing safety performance and meeting Airbus and other requirements.

1.1 All Airbus divisions and their managed sites shall implement and maintain an integrated approach for the management of safety.

1.2 The SMS shall be:

- a. Documented and relevant to the scope and complexity of the operations;
- b. Approved by Functional Vice President and detail sites where it is to be implemented;
- c. Communicated and made available to all relevant internal and external stakeholders and interested parties; and
- d. Periodically reviewed to ensure it reflects the needs and priorities of the division.

1.3 Within the management system there shall be a procedure for completing a review at least annually. The review shall be led by the Function and/or Program Vice President/Senior Manager and consider:

- a. The suitability of the management system;
- b. The impact of changing legislation;
- c. The management of risk registers;
- d. Objectives, targets and performance indicators;
- e. Changes to the structure of the division;
- f. The status of corrective and preventive actions; and
- g. Findings of completed audits and reviews.

1.4 Records of completed management review(s) shall be retained and include:

- a. Information relating to revised risks and any proposed treatment and controls; and
- b. Any other change, modification and improvement to the management system that demonstrates a commitment to continual improvement.

ELEMENT 2: ACCOUNTABILITIES AND APPOINTMENT OF KEY PERSONNEL				
HIERARCHY	Strategic		APPLICABILITY	Airbus
DOCUMENT OWNER	Senior Manager Safety Systems		DOCUMENT AUTHORITY	Managing Director
REFERENCES/CLAUSE:				
ISO14001	ISO45001	CASR 145	DASR	ED002
5.3	5.3	MOS 145.A.65(D)(1)(II)	AMC SMS.A.25(B)(1)(B)	2.1.2 2.1.3
ICAO A/19	EASA 145	FAA 14 CFR Part 5	CAA-NZ 100.3	ISO9001
APP2 1.2 APP2 1.3	145.A.30 AMC 145.A.65(c)(2)	5.23 5.25	100.3(a)(1) AC100-1(2.1.3 Element 1) AC100-1(2.1.4 Element 1)	5.3

Objective:

1. Identify the accountable executive/s with responsibility and accountability for the implementation and maintenance of the SMS; and
2. Identify the accountabilities of all members of management with safety responsibilities for performance of the Function and/or Program management system.

2.1 A management representative shall be appointed to:

- a. Ensure the necessary financial, technological and organisational resources are allocated; and
- b. Ensure competent advisors are made available to implement and maintain the management system.

2.2 All roles with safety accountability and responsibilities (including legislative requirements) shall:

- a. Be documented in role descriptions which list overall responsibility and accountability for safety issues commensurate to program, platform and location;
- b. Be included in a safety organisation chart specific to the business or managed site;
- c. Ensure that organisational charts shall be available to all employees.

2.3 Management committee(s) - comprising of various organisational levels and work areas (cross-functional); shall be established to:

- a. support the management of safety performance;
- b. oversee the implementation of improvement plans;
- c. document Terms of Reference.

ELEMENT 3: LEGAL REQUIREMENTS AND IMPLEMENTATION				
HIERARCHY	Strategic		APPLICABILITY	Airbus
DOCUMENT OWNER	Senior Manager Safety Systems		DOCUMENT AUTHORITY	Managing Director
REFERENCES/CLAUSE:				
ISO14001	ISO45001	CASR 145	DASR	ED002
4.3 6.1.3	4.3 6.1.3	MOS 145.A.10 MOS 145.A.70	AMC SMS.A.25(a) GM SMS.A.25(a)(2)	2.1.2 2.1.3 2.2
ICAO A/19	EASA 145	FAA 14 CFR Part 5	CAA-NZ 100.3	ISO9001
APP2 1.5	AMC 145.A.70	5.3	100.3(c) AC100-1(1.5) AC100-1(1.6)	4 4.1 4.2 4.3 4.4 7

Objective: Comply with all legal and other safety requirements and conform to internal Airbus standards, policies and other obligations.

3.1 The SMS shall contain information on establishing, implementing and maintaining a procedure to:

- a. Have access to up-to-date legal requirements and other requirements that are applicable to its management system.
- b. Take legal requirements and other requirements into account when implementing, maintaining and continually improving the system.
- c. maintain and retain documented information on its legal and other requirements and shall ensure that it is updated to reflect any changes

3.2 All applicable safety legal and other requirements shall be identified, evaluated for compliance and stored in a register. The register shall:

- a. Be maintained to identify all applicable safety laws, codes of practice, regulations, approvals, licences, permits and other requirements, including contractual requirements.
- b. Define accountability for maintaining compliance or conformance to each requirement.
- c. Be checked for currency and expiry/renewal dates.
- d. Include or provide reference to records that show periodic evaluation of compliance.
- e. Include relevant legislative obligations (federal, state/provincial, regional or local).
- f. Include relevant regulatory requirements for products and their transport in countries of destination.

ELEMENT 4: SUPPLIER AND CONTRACTOR MANAGEMENT				
HIERARCHY	Strategic		APPLICABILITY	Airbus
DOCUMENT OWNER	Senior Manager Safety Systems		DOCUMENT AUTHORITY	Managing Director
REFERENCES/CLAUSE:				
ISO14001	ISO45001	CASR 145	DASR	ED002
8.1	8.1.4	MOS 145.A.65(D)(1)(V)	SMS.A.25(B)2.1 SMS.A.25(B)2.2	8.1
ICAO A/19	EASA 145	FAA 14 CFR Part 5	CAA-NZ 100.3	ISO9001
APP2 2 APP2 3.2	145.A.30(E) 145.A.70	5.21 5.91	AC100-1(1.5) AC100-1(2.4 ELEMENT 4) AC100-1(2.5 ELEMENT 5)	8.4 8.4.1 8.4.2

Objective: To ensure safety risks associated with procurement or materials, equipment, outsourcing of services and engaging contractors for labour are effectively managed.

The SMS shall contain information on establishing, implementing and maintaining a procedure to:

4.1 Identify and evaluate risks associated with the planned procurement of materials, equipment, services and labour. This shall include an analysis of any up and downstream implications which may be impacted by the selection.

4.2 Identify the process for evaluating a supplier's ability to provide material, equipment and/or services which meet defined specifications or design criteria.

- a. This procedure shall incorporate criteria for:
- (i) supplier selection,
 - (ii) evaluation and
 - (iii) re-evaluation and
 - (iv) the rejection of product(s) or material(s).

4.3 Ensure a procedure controlling the safe and approved disposal of surplus plant and/or equipment.

4.4 All contracted labour or services shall be categorised and managed according to the processes defined in Supplier Approval Management Procedure [3].

- a. Identify the process for the management of contractors which includes, but is not limited to:
- (i) Selection;
 - (ii) Preparation;
 - (iii) Award;
 - (iv) Induction and training;
 - (v) Surveillance;
 - (vi) Evaluation.
- b. Ensure Individuals engaged on a temporary or casual basis to work within existing businesses/managed sites are to be inducted and managed in the same way as employees.

Note: The title of this section has the same meaning as that referred to in M1243 Method for Health and Safety Supplier and Contractor Management.

ELEMENT 5: DOCUMENT CONTROL AND MANAGEMENT				
HIERARCHY	Strategic		APPLICABILITY	Airbus
DOCUMENT OWNER	Senior Manager Safety Systems		DOCUMENT AUTHORITY	Managing Director
REFERENCES/CLAUSE:				
ISO14001	ISO45001	CASR 145	DASR	ED002
7.5.3	7.5.3	MOS 145.A.55	SMS.A.25(b)1.5	2.1.5 7.5
ICAO A/19	EASA 145	FAA 14 CFR Part 5	CAA-NZ 100.3	ISO9001
APP2 1.5 ATT-A 3.2	145.A.45 145.A.55	5.95 5.97	100.3(b) AC100-1(2.3 Element 3)	7.5 7.5.2 7.5.3

Objective: To manage and maintain all data requirements for the management system and ensure the currency and security of records and distribute and control documentation required for the effective operation of the management system.

The SMS shall contain information on establishing, implementing and maintaining a procedure to:

5.1 Systematically control safety records and their related data.

Define controls for:

- a. creation;
- b. receipt;
- c. secure storage;
- d. maintenance;
- e. access;
- f. use;
- g. retention;
- h. disposal;
- i. manage a register which provides an easy means of identification and inspection of records by the relevant persons.

5.2 The documentation relating to the implemented management system shall include:

- a. A description of the scope of the management system.
- b. All documents as required by this standard; including the policy, objectives, procedures, and records.
- c. A description of the main elements of the Safety management system documentation, their interaction and reference to related documents.
- d. Documents determined by the business / managed site, to be necessary to ensure the effective planning and control of all processes that relate to the management of safety performance.

5.3 There shall be a process for the control of documents in order to:

- a. Provide for the review, revision and version control of documents.
- b. Uniquely identify documents as appropriate to control their business use and function.
- c. Require approval of the documents for adequacy prior to issue.
- d. Clearly identify changes and record the status of any revisions to documents.
- e. Ensure the identification and distribution of external documents that are relevant to the business activity is controlled.
- f. Provide for the effective distribution of documents to, and where necessary, the timely removal of obsolete documents from all points of issue and use.

ELEMENT 6: EMERGENCY MANAGEMENT				
HIERARCHY	Strategic		APPLICABILITY	Airbus
DOCUMENT OWNER	Senior Manager Safety Systems		DOCUMENT AUTHORITY	Managing Director
REFERENCES/CLAUSE:				
ISO14001	ISO45001	CASR 145	DASR	ED002
8.2	8.2	MOS 145.A.65(D)(1)(VI)	SMS.A.25(B)1.4	2.1.4
ICAO A/19	EASA 145	FAA 14 CFR Part 5	CAA-NZ 100.3	ISO9001
APP2 1.4	145.A.65 (F)	5.27	AC100-1(2.2 ELEMENT 2)	8.1
In all cases, business unit shall comply with the Work Instructions and Forms contained in Annex C.				
Flight Operations Emergency Response Plan			Workplace Emergency Response Plan (Local Documents)	
Business Continuity Plan (Local Documents)				

Objective: To ensure that the appropriate resources and incident response plans are prepared, practiced and available.

The SMS shall contain information on establishing, implementing and maintaining a procedure to:

6.1 An Emergency Response Plan (ERP) shall be implemented, tested and maintained ensuring the content is risk-based, documented and communicated thoroughly, and integrates and aligns with:

- a. ALL Aviation related ERP requirements as defined in ED008 J Flight Operations Manual, and
- b. Workplace Emergency response (incorporating WHS Legislation and AS3745).

6.2 Management shall clearly define accountability for the ERP and ensure it is adequately resourced.

6.3 Every managed site (including projects and offices), business unit, product group and corporate entity shall be covered by an ERP, Emergency Control Organisation (ECO) and an Emergency Response Team (ERT) who will implement, manage and execute the plans.

6.4 The plans incorporated in the ERP shall be based upon the Airbus incident escalation protocols for activation and deployment of resources.

6.5 The plans incorporated in the ERP shall contain clearly-defined roles and responsibilities of individual team members of the ERT.

6.6 Management shall ensure that individual team members are provided with the relevant training for their required roles.

6.7 The applicable ERP defines the testing and validation periods for desktop and full-scale exercises based on operational tempo, risk assessment or regulation. The ERP shall be updated to reflect the lessons learned from the exercises and actual events as needed.

6.8 The process for managing event communications, notification and reporting shall be integrated into the ERP and clearly:

- a. Identify who is responsible for event communication, notification and reporting.
- b. Define how communication protocols are to be conducted with internal and external stakeholders.

6.9 All aviation related ERPs at a site level shall define linkages to the controlling authority ERP's at all times.

ELEMENT 7: SAFETY RISK MANAGEMENT ⁷				
HIERARCHY	Strategic		APPLICABILITY	Airbus
DOCUMENT OWNER	Senior Manager Safety Systems		DOCUMENT AUTHORITY	Managing Director
REFERENCES/CLAUSE:				
ISO14001	ISO45001	CASR 145	DASR	ED002
6.1.2	6.1.2	MOS 145.A.65(d)(2)	SMS.A.25(b)2.1 SMS.A.25(b)2.2	2.2 2.2.1 2.2.2 8.8.1
ICAO A/19	EASA 145	FAA 14 CFR Part 5	CAA-NZ 100.3	ISO9001
APP2 2.1 APP2 2.2 ATT A 3.2	145.A.47 145.A.70	5.53 5.55	AC100-1(2.4 Element 4) AC100-1(2.5 Element 5)	6 6.1 8 8.1 8.2 8.3 8.5
In all cases, business units shall comply with the Work Instructions and Forms contained in Annex D				
Confined Spaces [10]		Event Management [11]	Work Related Travel [12]	
Waste Management [13]		Working at Heights [14]	Workplace Design [15]	
Electrical Safety [16]		Air Emissions [17]	Plant and Equipment [18]	
After Hours, Isolated and Lone Work [19]		Personal Protective Equipment (PPE) [20]	Spill Control [21]	
Hazardous Chemicals [22]		Environmental Management and Sustainability [23]	Safety in Design and Production [24]	

Objective: To manage risks associated with Airbus work activities. This will be achieved common approach.

7.1 Only authorised and trained personnel shall enter risks into the Operational Risk Module.

7.2 Airbus has defined that Strategic Risks will be stored in ARM and Operational Risks in AIRS (IQSMS).

7.3 All risks are to be assessed using the framework cycle as defined in ISO31000⁸⁹.

7.4 The Function/Program shall ensure there are means to verify the performance and validate the effectiveness of safety risk controls at the following frequencies:

- a. Very High and risks shall be reviewed and updated at a minimum monthly unless otherwise specified, or when affected by a “risk trigger”.
- b. Medium and Low risks shall be reviewed and updated quarterly or when affected by a “risk trigger”.

7.5 Controls and actions necessary to maintain the processes which ensure product quality must be identified and designed to meet the expectations and requirements of customers or other stakeholders. This includes, but is not limited to:

- a. Statutory and regulatory requirements:
 - (i) Those specified by the customer for delivery and post-delivery of product or service activities.
 - (ii) Those not stated but deemed necessary for intended use of a product.

⁷ E.1.PY.01 Enterprise Risk Management [36]

⁸ As defined in [What is reasonably practicable in ensuring health and safety Work Health and Safety Act 2011 - SECT 18](#)

⁹ As defined in [Hierarchy of control measures - Work Health and Safety Regulation 2011 - REG 36](#)

ELEMENT 8: HEALTH MANAGEMENT

HIERARCHY		Strategic		APPLICABILITY		Airbus	
DOCUMENT OWNER		Senior Manager Safety Systems		DOCUMENT AUTHORITY		Managing Director	
REFERENCES/CLAUSE:							
ISO14001		ISO45001		CASR 145		DASR	
6.2 6.2.1 6.2.2		6.1 6.2 6.2.1 6.2.2 8.1		MOS 145.A.65(B)1,6 MOS GM 145.A.65(B)1,6		SMS.A.25(B)2	
ICAO A/19		EASA 145		FAA 14 CFR Part 5		CAA-NZ 100.3	
APP2 2 APP2 2.1 APP2 2.2		145.A.25 145.A.30 145.A.35 145.A.40		5.23 5.51 5.53 5.55		AC100-1(2.1.3) AC100-1(2.4 Element 4) AC100-1(2.5 Element 5) AC100-1(2.7 Element 7)	
						ED002 N/A	
						ISO9001 6.1	

In all cases, business units shall comply with the Work Instructions and Forms contained in Annex E.

Health Monitoring [25]	Psychosocial Risk Management [26]	Alcohol and Other Drugs [27]
Asbestos [28]	Thermal Stress [29]	Workplace Rehabilitation [30]
Fitness for Work [31]	Fatigue Risk Management [32]	Pre-Employment Assessments [33]
Hazardous Manual Tasks and Ergonomics [34]	Personal Protective Equipment (PPE) [20]	

Objective: To monitor the workplace and products to ensure hazards to worker health are minimised.

8.1 The medical surveillance programme shall:

- a. Include directly employed workers.
- b. Be designed based on the identification and evaluation of operational health risks.
- c. Include a process to inform the appropriate personnel about how medical examinations are conducted and records updated.
- d. Where a possible increased health risk is identified, workers shall be encouraged to participate in the medical surveillance program.

8.2 Procedures for measuring and monitoring occupational health exposure shall conform to the relevant statutory instrument and include:

- a. Detail of what shall to be measured and monitored, based on a risk analysis or identified legal and other requirements.
- b. The frequency of measurement and monitoring.
- c. Necessary equipment to be used.
- d. The sampling and analysis method(s)
- e. Competency requirements for relevant personnel who undertake workplace monitoring.
- f. Exceedances from specified requirements or limits shall be recorded, investigated and reported back to the people or area involved. The appropriate actions in response to the exceedance shall be recorded, assigned accountability and tracked to completion.

8.3 Personal information originating from medical surveillance and occupational hygiene monitoring shall be reported in a form that respects the privacy of the individual, but enables management to fulfil their duty of care obligations to employees.

- a. Medical examination reports shall be dated and signed by the examining physician, nurse or equivalent and provide an explanation of monitoring results to the person(s) concerned, within a reasonable time from when results are available.

ELEMENT 9: MANAGEMENT OF CHANGE AND CONTINUOUS IMPROVEMENT				
HIERARCHY	Strategic		APPLICABILITY	Airbus
DOCUMENT OWNER	Senior Manager Safety Systems		DOCUMENT AUTHORITY	Managing Director
REFERENCES/CLAUSE:				
ISO14001	ISO45001	CASR 145	DASR	ED002
8.1 10.3	8.1.3 10.3	MOS 145.A.65(d)(3)(ii) MOS 145.A.65(d)(3)(iv)	SMS.A.25(b)3.2 SMS.A.25(b)3.3	2.3.2
ICAO A/19	EASA 145	FAA 14 CFR Part 5	CAA-NZ 100.3	ISO9001
APP2 3.2 APP2 3.3	145.A.65 145.A.70 (b)	5.71 5.73 5.75	100.3(a)(3)(ii) AC100-1(2.8 Element 8) AC100-1(2.9 Element 9)	6.3 8.2.4 8.3.6 8.5.6 9.3 10

Objective: To drive improvement at all levels of the business.

Plans must specify the required resources (both human and financial), responsibilities and timeframes to achieve the objectives and targets.

9.1 The iSMS shall identify and manage changes to any business processes that may impact on safety performance. Changes may be:

- a. planned or unplanned;
- b. sudden or gradual;
- c. temporary or permanent.

The iSMS shall analyse the risks associated with a change, and conform to the process requirements defined in the Management of change work cycle.

9.2 The management of change process applies to the following activities or items which may undergo change:

- a. design and construction;
- b. plant and equipment;
- c. materials used, their composition and properties;
- d. drawings and engineered processes;
- e. operating procedures;
- f. emergency procedures or changes to business resilience and recovery programme;
- g. organisation structures and responsibilities;
- h. personnel changes, training or competency requirements;
- i. individual roles and responsibilities;
- j. the departure of contractor led activities and management handover to Airbus;
- k. regulatory and statutory requirements.

9.3 The procedure shall include a contingency to cover emergency situations where the full management of change procedure cannot practically be applied. These situations require the most senior manager (or designated deputy/delegate) who is accountable for the managed activity to approve the change.

9.4 All proposals for change shall be evaluated and include:

- a. An appropriate level of technical expertise.
- b. The involvement of the workforce impacted by the proposed change.
- c. An approval of the change by at least the same level of authority as those who control the existing process or item being changed.

9.5 After completing the change, a formal review shall be carried out to evaluate the actual impact against the intended impacts and to identify the reasons for any deviation.

ELEMENT 10: EVENT REPORTING AND INVESTIGATIONS				
HIERARCHY	Strategic		APPLICABILITY	Airbus
DOCUMENT OWNER	Senior Manager Safety Systems		DOCUMENT AUTHORITY	Managing Director
REFERENCES/CLAUSE:				
ISO14001	ISO45001	CASR 145	DASR	ED002
6.1 10.2	6.1.2 10.2	MOS 145.A.60	AMC SMS.A.25(b)2.1	2.2.1 2.2.2 6.1
ICAO A/19	EASA 145	FAA 14 CFR Part 5	CAA-NZ 100.3	ISO9001
APP2 2 APP2 3.1 ATT A 1.3 ATT A 3.2	145.A.60	5.21(4) 5.25 5.71	AC100-1(2.4 Element 4) AC100-1(2.5 Element 5) AC100-1(2.6 Element 6)	10.2

Objective: Ensure all events and lessons learnt are recorded and corrective and preventative actions identified and communicated.

Event Reporting

10.1 Upon observation, or becoming aware, all business units shall ensure all hazards; events/occurrences; injuries/illness and near misses are reported immediately to the supervisor of the work activity, and as soon as reasonably practicable into the required reporting platform. In all cases, prior to the end of shift.

The event reporting must follow the process(es) detailed in the Event Reporting Procedure [4] and be communicated to all personnel.

The business unit shall ensure the Duty Safety Manager is notified immediately if the event is deemed 'notifiable' to a regulatory agency.

Investigations

10.2 The business unit shall ensure all events (including near misses) are investigated and managed pursuant to a level of detail appropriate to the maximum reasonable outcome of the event.

Investigations must match the significance of the event and must be led by a responsible manager.

The manager responsible for the work area where an event occurred and the line manager of the involved person(s), must ensure an investigation is completed. Investigations must be completed by personnel who are competent in the appropriate methodology.

The procedure must follow the process(es) detailed in the Investigations Procedure [5] and be communicated to all personnel.

ELEMENT 11: OBJECTIVES, TARGETS, MONITORING AND MEASUREMENT				
HIERARCHY	Strategic		APPLICABILITY	Airbus
DOCUMENT OWNER	Senior Manager Safety Systems		DOCUMENT AUTHORITY	Managing Director
REFERENCES/CLAUSE:				
ISO14001	ISO45001	CASR 145	DASR	ED002
6.2	6.2	MOS 145.A.65(d)(3)	SMS.A.25(b)3.1	2.1 2.3.3 6.1
ICAO A/19	EASA 145	FAA 14 CFR Part 5	CAA-NZ 100.3	ISO9001
APP2 3.1 ATT A 3.3	145.A.65	5.71 5.73 5.75	AC100-1(2.7 Element 7)	6.2 7.1.5 9 9.1 9.3

Objective:

1. To measure hazards, aspects or the impact of activities and evaluate the effectiveness of controls;
2. Monitor the performance criteria to determine conformance and compliance; and
3. Report on performance and measure conformance to the management system requirements.

11.1 Objectives and Targets must be:

- a. Consistent with established objectives and targets.
- b. Contribute to the prevention of events or reduce their impact(s).
- c. Consistent with policies and complying with legal requirements.
- d. Be measurable, where practicable.
- e. Commit to continued improvement.
- f. Documented.

11.2 iSMS shall include;

- a. A process for measuring safety performance metrics shall include leading and lagging indicators, and be based on qualitative and quantitative data.
- b. The elements of the Scorecard shall be implemented as the minimum standard.
- c. Specific elements may be developed as needed commensurate to activities and risk.
- d. There shall be a process for regularly measuring and monitoring the key characteristics of the SMS, which could have significant health, safety and environment risks.
- e. Procedure(s) to control the process shall be implemented.

11.3 Performance shall be measured on a regular basis and include an evaluation of:

- a. the extent to which objectives are being met;
- b. progress against targets;
- c. the effectiveness of controls;
- d. proactive conformance measures;
- e. reactive or historical performance measures.

11.4 Objectives and Targets reporting:

- a. shall be generated monthly;
- b. contain details or summaries of all events and progress against corrective actions; and
- c. sent to management and other relevant internal stakeholders.

ELEMENT 12: AUDIT AND CORRECTIVE ACTIONS				
HIERARCHY	Strategic		APPLICABILITY	Airbus
DOCUMENT OWNER	Senior Manager Safety Systems		DOCUMENT AUTHORITY	Managing Director
REFERENCES/CLAUSE:				
ISO14001	ISO45001	CASR 145	DASR	ED002
9.2	9.2	MOS 145.A.65(c)	AMC SMS.A.25(b)(3)3.1(c) GM SMS.A.25(b)(3)3.1(7)	2.3 9.2
ICAO A/19	EASA 145	FAA 14 CFR Part 5	CAA-NZ 100.3	ISO9001
APP2 3.1 ATT A 3.3	145.A.65	5.71 5.73 5.75	100.3 (a)(3)(iii) AC100-1(2.10 Element 10)	9.29.2
In all cases, business units shall comply with Work Instructions and Forms which are contained in Annex F.				
Safety Gemba [35]			Workplace Inspections [37]	

Objective: Ensure effective management of assurance and corrective actions were issued.

12.1 Responsibility

Audits related to the iSMS shall be directed by Senior Manager, Safety Systems and Senior Manager, Quality.

12.2 Audit Planning

- a. The iSMS must define an annual schedule of planned audits.
- b. The schedule must be developed, based on an evaluation of the importance of specific safety processes, the results of previous audits and significant safety risks associated with the business or site. It must include:
 - (i) Internal (first party) audits conducted annually against the management system and Airbus performance standards.
 - (ii) External (third party) audits conducted annually for the management system and related certification requirements and combined with the Airbus performance standards.

12.3 Findings

- a. Findings from audits conducted against the management system and performance standards must be classified according to nomenclature defined.
- b. Findings from audits, must be recorded and reported through Group-wide reporting systems according to timeframes and requirements established.
- c. Corrective actions to address non-conformance must be assigned and tracked until completion. Reporting on progress to Airbus must be completed according to the timeframes, and detail as specified.

12.4 Safety Interactions. There shall be a process for conducting regular Airbus interactions that:

- a. Reinforces behaviours consistent with standards, procedures and system requirements.
- b. Corrects behaviours inconsistent with standards, procedures and system requirements.
- c. Verifies whether personnel have the adequate training, equipment and certification if required - to undertake work that conforms with procedures and the hazards associated with the activity or task.
- d. Correct non-conformance.

12.5 Workplace Inspections. There shall be a process for conducting workplace Safety inspections that:

- a. Outlines who shall be responsible for completing the required Safety inspections.
- b. Who shall conduct the inspections.
- c. Planning and Scheduling.
- d. Use of Workplace Inspection Checklists.
- e. Inspection Findings.

ELEMENT 13: COMMUNICATION, CONSULTATION AND PROMOTION				
HIERARCHY	Strategic		APPLICABILITY	Airbus
DOCUMENT OWNER	Senior Manager Safety Systems		DOCUMENT AUTHORITY	Managing Director
REFERENCES/CLAUSE:				
ISO14001	ISO45001	CASR 145	DASR	ED002
7.4	7.4	MOS 145.A.65(D)4(II)	AMC SMS.A.25(B)4.2	2.4.2 7.4
ICAO A/19	EASA 145	FAA 14 CFR Part 5	CAA-NZ 100.3	ISO9001
APP2 4.2 ATT A 4	145.A.65	5.91 5.93	AC100-1(2.13 ELEMENT 13)	7.1 7.1.1 7.3 7.4 8.2.1

Objective:

- a. To effectively engage with stakeholders on the management of Safety.
- b. Ensure there is evidence of a safety (SMS) publication, circular or channel for communicating safety matters to workers.

13.1 There shall be a process to encourage the participation of employees and contractors in activities which promote improvements in safety performance. In particular, this shall include their appropriate involvement in:

- a. Hazard identification, risk analysis and determination of controls.
- b. Event investigation.
- c. The development and review of the safety procedures.

13.2 Employees shall be informed about their participation arrangements, including:

- a. Who is their representative(s) on safety matters.
- b. Time and resources necessary to participate in safety activities.
- c. Access to information that is relevant to current or planned safety improvement activities.
- d. The mechanisms to identify and remove obstacles or barriers to participation.

13.3 There shall be a process(es) for communicating about the management of safety at the various levels of the business or managed site. This includes, but is not limited to:

- a. Internal communications to raise awareness about performance measures and changes or improvements.
- b. Awareness of the safety risks (including those associated with downstream product requirements).
- c. Pre-start meetings or briefings for sharing experiences, lessons learned or raising awareness about safety risks.
- d. Sharing knowledge and lessons learned from around Airbus, such as relevant events, hazardous conditions or suggested practices.

13.4 There shall be a process to ensure that, when appropriate, relevant external interested parties are consulted about pertinent safety matters.

13.5 There shall be a process for encouraging and receiving suggestions. This process shall include a procedure for documenting, evaluating, implementing (as appropriate) and archiving the improvement ideas.

13.6 There shall be a process for communicating with external customers and stakeholders information regarding product risks (including statutory and regulatory requirements).

ELEMENT 14: TRAINING AND EDUCATION					
HIERARCHY		Strategic	APPLICABILITY		Airbus
DOCUMENT OWNER		Senior Manager Safety Systems	DOCUMENT AUTHORITY		Managing Director
REFERENCES/CLAUSE:					
ISO14001	ISO45001	CASR 145	DASR	ED002	
7.2 / 7.3	7.2 / 7.3	MOS 145.A.65(d)4(i)	AMC SMS.A.25(b)4.1	2.4.1	
ICAO A/19	EASA 145	FAA 14 CFR Part 5	CAA-NZ 100.3	ISO9001	
APP2 4.1 ATT A 4	145.A.30	5.91	AC100-1 (2.12 Element 12) AC100-1 (2.13.4 Element 13)	7.1.2 7.1.6 7.2	

Objective: The business unit and/or managed site shall develop, implement and maintain a procedure to provide training, competency and awareness to effectively manage safety risks.

14.1 SMS Training

There shall be a process to:

- Identify training requirements for all persons working under its control.
- Evaluate the effectiveness of training delivered to ensure necessary competency is achieved.
- Ensure evidence that all personnel involved in SMS have undergone appropriate SMS training.
- Develop a program that ensures that personnel are trained and competent to perform their SMS duties.

14.2 Safety communication

There shall be a process of safety communication that:

- ensures personnel are aware of the SMS to a degree commensurate with their positions;
- conveys safety-critical information;
- explains why particular safety actions are taken; and
- explains why safety procedures are introduced or changed.

14.3 Induction

There shall be a process to ensure all new employees, contractors and/or visitors undertake relevant induction training. As a minimum, induction training shall include reference to the significant safety risks identified at the business/managed site.

14.4 SMS and Human Factors

There shall be a process that ensures, as a minimum, the following awareness training shall be provided:

- General induction to Airbus approach to managing Safety.
- Training (Mandatory or Awareness) in Human Factors (based on role).
- Understanding of safety management system processes implemented at the site.
- Significant safety risks and activities.
- Accountabilities of specific safety roles and their responsibilities.
- Consequences of departure from specified procedures or Airbus standards.

14.5 Records

There shall be a process to that ensures records of all induction, awareness and competence based training shall be retained. Determination of competence shall consider relevant:

- training;
- education;
- skills;
- experience.

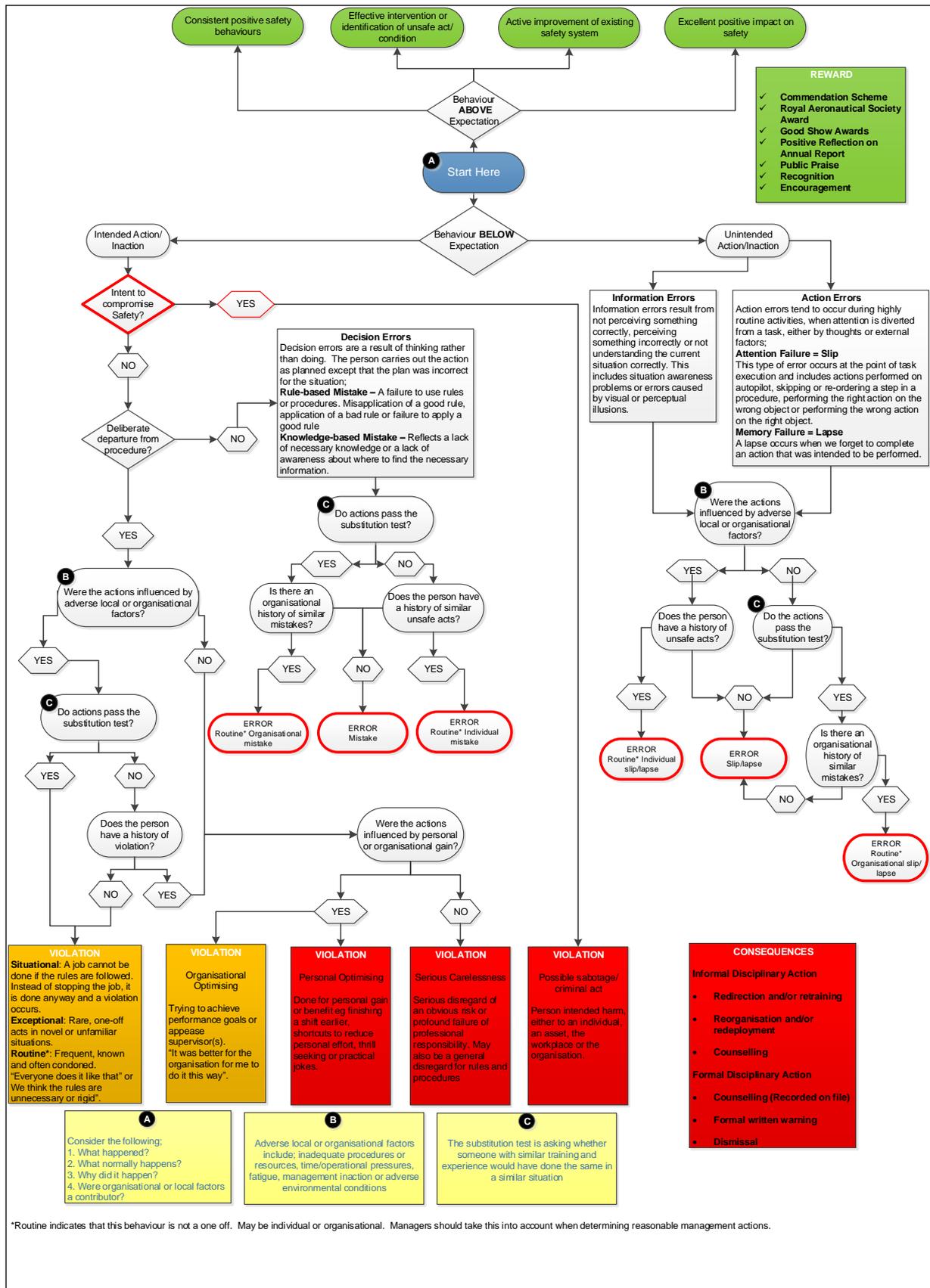
REFERENCE DOCUMENTATION

	Document Reference No.	Document Title
[1]	E.9.PY.01	Safety and Quality Policy
[2]	E.9.PY.02	Safety Culture Policy
[3]	E.5.3.5.PR.01	Supplier Approval Management Procedure
[4]	E.9.3.2.PR.01	Event Reporting
[5]	E.9.3.2.PR.02	Investigations
[6]	E.1.PY.01	Enterprise Risk Management Policy
[7]	E.8.2.3.PR.01	Audits
[8]	E 8 4 4 PR 01	Manage Corrective Actions
[9]		Intentionally Blank
[10]	E.9.2.1.WI.01	Confined Spaces
[11]	E.9.2.1.WI.02	Event Management
[12]	E.9.2.1.WI.03	Work Related Travel
[13]	E.9.2.1.WI.04	Waste Management
[14]	E.9.2.1.WI.05	Working at Heights
[15]	E.9.2.1.WI.06	Workplace Design
[16]	E.9.2.1.WI.07	Electrical Safety
[17]	E.9.2.1.WI.08	Air Emissions
[18]	E.9.2.1.WI.09	Plant and Equipment
[19]	E.9.2.1.WI.10	After Hours, Isolated and Lone Work
[20]	E.9.2.1.WI.11	Personal Protective Equipment (PPE)
[21]	E.9.2.1.WI.12	Spill Control
[22]	E.9.2.1.WI.13	Hazardous Chemicals
[23]	E.9.2.1.WI.14	Environmental Management and Sustainability
[24]	E.9.2.1.WI.15	Safety in Design and Production
[25]	E.9.2.2.WI.01	Health Monitoring
[26]	E.9.2.2.WI.02	Psychosocial Risk Management
[27]	E.9.2.2.WI.03	Alcohol and Other Drug Management
[28]	E.9.2.2.WI.04	Asbestos
[29]	E.9.2.2.WI.05	Thermal Stress
[30]	E.9.2.2.WI.06	Workplace Rehabilitation

	Document Reference No.	Document Title
[31]	E.9.2.2.WI.07	Fitness For Work
[32]	E.9.2.2.WI.08	Fatigue Risk Management
[33]	E.9.2.2.WI.09	Pre-Employment Assessments
[34]	E.9.2.2.WI.10	Hazardous Manual Tasks and Ergonomics
[35]	E.9.3.4.WI.01	Safety Gemba
[36]	E.1.PY.01	Enterprise Risk Management
[37]	E.9.3.4.WI.02	Workplace Inspections
[38]		A41 Airbus Company Occupational Health and Safety Policy
[39]		Requirements for Occupational Health and Safety Management System
[40]		Directive, A1241
[41]		COM 16 Manage Aviation Safety
[42]		COM 19 Manage Health Safety and Environment
[43]		ED002 Aviation Safety and Quality Manual 09/2020
[44]		ED008 J Flight Operations Manual;
[45]		ED147 Aviation Safety Management System;
[46]		ED152 Manual of Corporate Aviation SMS;
[47]		EP01-24 Corporate aviation safety risk management;
[48]		EI01-24-0 Aviation safety risk management
[49]	E.9.PY.03	Due Diligence Policy
		Compliance Matrix
		ICAO Annex 19 App 2 (SMM 3rd Ed 2012)
		AS/NZS ISO 45001
		AS/NZS ISO14001
		AS/NZS ISO9001
		IAQG/AS/EN 9100
		IAQG/AS/EN 9110
		ORO.GEN. EASA
		CAANZ - Part 145 CAA Consolidation - Aircraft Maintenance Organisations - Certification
		CAANZ - Part 100 - CAA Consolidation - Safety Management

	Document Reference No.	Document Title
		Pt 145.A (NPA) EASA"
		CASR - Part 145 Acceptable Means of Compliance (AMC) / Manual of Standards (MOS)"
		DASR SMS
		DASR Pt 145.A.
		Aviation Assurance Model: Present, Suitable, Operating, Effective (PSOE)
		Occupational, and Work Health and Safety Acts
		Occupational, and Work Health and Safety Regulations
		Health and Safety at Work Act 2015 (NZ)
		Health and Safety at Work Regulations 2015 (NZ)
		ISO 55001 Asset Management
		ISO 50001 Energy Management Systems
		ISO41001 Facility Management Systems

ANNEX A SAFETY BEHAVIOUR MANAGEMENT TOOL



ANNEX B_AIRBUS SAFETY STRATEGIC PLAN

GOAL	Alignment of SMS & integration across the Airbus Australia Pacific business, with the reduction of incidents, prevention of injury/illness and limit impact on the environment		
GROUP (Strategic)	Leadership, Governance , Engagement & Verification	Incident Response & Injury Management	Training & Competence
	Prevention through active and engaged leadership and effective systems and programs	Prevention by customer focussed solutions driven by a just & proactive reporting culture with effective response management	Prevention by targeted education & training relevant to the role and risk
	<ul style="list-style-type: none"> Lead and assure the Safety and Environment Management Systems for compliance and maintain certification Partner with aviation safety to achieve an integrated safety management system (ISMS) and single platform for reporting, risk management, investigation and assurance. Lead ongoing safety culture and behavioural based programs Lead and assure safety risk management & control Lead the continual review and innovation of safety performance indicators (SPI) Drive alignment an 'All of Group' strategy for the management of contractors & suppliers Provision of high level advice and guidance on safety to all business units Drive the Safety Promotion to ensure effective communication to our internal and external customers Lead and assure the Alcohol and other Drugs (AOD) program Lead and Assure Emergency Preparedness, Crisis Response and Business Continuity Plans. Maintain relationship with regulatory agencies 	<ul style="list-style-type: none"> Lead high consequence/notifiable incident investigations & support the divisions with other investigations Governance, implementation & assurance of the Health Program Model including; health surveillance monitoring, corporate wellness and injury prevention Set standards and oversight Workers Compensation, Return to Work & Fitness for Work (FFW) Implementation of Early Intervention and Triage (EI&T) program striving towards achievement of increasing safety performance and reduced related expenses. "Drive & mentor proactive workplace rehabilitation & case management of our injured/ill workers including; <ul style="list-style-type: none"> strategic claims & injury management early intervention & evidence based practices complex case intervention & case reviews" 	<ul style="list-style-type: none"> Lead and assure safety training for the Group (ELT> Workers) Partnering with Organisational Develop regarding oversight and audit external training providers Lead the ongoing Safety Development Programs Partnering with Organisational Develop regarding the verification of competence Partnering with Organisational Development and business units regarding development and rollout of safety related awareness programs

FIGURE 14 SAFETY STRATEGIC PLAN

**ANNEX C_LIST OF WORK INSTRUCTIONS - EMERGENCY PREPARATION AND
RESPONSE**

1. Flight Operations Flight Operations Emergency Response Plan
2. Workplace Emergency Response Plan (Local Documents)
3. Business Continuity Plan (Local Documents)

**ANNEX D_LIST OF WORK INSTRUCTIONS, RISK MANAGEMENT AND
OPERATIONAL CONTROL**

1. E.9.2.1.WI.01 Confined Spaces
2. E.9.2.1.WI.02 Event Management
3. E.9.2.1.WI.03 Work Related Travel
4. E.9.2.1.WI.04 Waste Management
5. E.9.2.1.WI.05 Working at Heights
6. E.9.2.1.WI.06 Workplace Design
7. E.9.2.1.WI.07 Electrical Safety
8. E.9.2.1.WI.08 Air Emissions
9. E.9.2.1.WI.09 Plant and Equipment
10. E.9.2.1.WI.10 After Hours, Isolated and Lone Work
11. E.9.2.1.WI.11 Personal Protective Equipment (PPE)
12. E.9.2.1.WI.12 Spill Control
13. E.9.2.1.WI.13 Hazardous Chemicals
14. E.9.2.1.WI.14 Environmental Management and Sustainability
15. E.9.2.1.WI.15 Safety in Design and Production

ANNEX E_LIST OF WORK INSTRUCTIONS – HEALTH MANAGEMENT

1. E.9.2.2.WI.01 Health Monitoring
2. E.9.2.2.WI.02 Psychosocial Risk Management
3. E.9.2.2.WI.03 Alcohol and Other Drugs
4. E.9.2.2.WI.04 Asbestos
5. E.9.2.2.WI.05 Thermal Stress
6. E.9.2.2.WI.06 Workplace Rehabilitation
7. E.9.2.2.WI.07 Fitness For Work
8. E.9.2.2.WI.08 Fatigue Risk Management
9. E.9.2.2.WI.09 Pre-Employment Assessments
10. E.9.2.2.WI.10 Hazardous Manual Tasks and Ergonomics

ANNEX F_LIST OF WORK INSTRUCTIONS – INSPECTION AND AUDIT

1. E.9.3.4.WI.01 Safety Gemba
2. E.9.3.4.WI.02 Workplace Inspections