LEONARDO

Leonardo Helicopters

Safety Policy & Objectives

(SRS-101&102 supporting documentation)

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Vision

The Company is strongly committed to being "**the safest manufacturer and service provider in the world".**

The **protection of human life and Company assets including Customers' trust shall be our first priority.** This Policy is being published to enforce our values across the whole organization as a required and distinguishing **characteristic of all personnel, originating from Top Management commitment.**

Mission

To achieve this essential goal the Company will focus efforts on improvements in the following five areas: **Leadership, Culture, Competence, Capability and Assurance.**

Safety Policy

The Company undertakes:

- to **build the Leadership at all levels**, **to inspire, promote and communicate safe behaviors and examples across the business**. This will be achieved by enforcing highest existing "safety" standards, developing, implementing and maintaining strategies and processes suitable to ensure, in normal and potential emergency situations, that **all activities are carried out in the safest environment** possible and to, constantly, improve them. **(Active Leadership)**

- to **practice a Just Learning and Reporting Culture** in which **everyone is trusted and treated fairly, but willful violations are not tolerated.** Mutual trust, respect and openness of communication between all employees and hierarchical levels to be supported and widespread within the Company. Thus fostering an environment where "Safety", in the wider sense of the Word, becomes an integral part of the Company's common culture and behavior, imprinting Management and Employees at all levels, so that the **Safety of our Products, the People working on and with them and the Company Personnel will be the highest priority on all occasions**. **(Culture)**

- a conscious 'Safety' approach, to ensure that **everyone is able to do their job with maximum competence, understanding their safety responsibilities and actively playing their part**. **(Competence)**

- a **responsive change management**, ensuring individuals are empowered by the availability of appropriate strategies, processes and resources. **(Supportive Capability)**

- Safety as a key business measure, where **risks are understood, mitigated as practicable and suitable control measures and monitors are adopted**. **(Robust Assurance)**

Safety Policy

Based on the above Principles, The Company is committed to:

1) **continuously improve the level of safety performance, establishing indicators and measuring them against targets**. Clearly defining, for all staff, **managers, employees, their accountabilities and responsibilities** for the delivery of the organization's safety performance and the performance of our safety management system, making clear, that our safety and that of those around us is everyone's responsibility. Targets, adjustment of targets where necessary and their diligent achievement will be reviewed regularly.

2) ensure, in all Functions, a **proactive and systematic management of safety through Hazard Identification, Risk Assessment and Management processes enforcing the Reporting system**;

3) promote and maintain a **positive safety culture** through the combination of (top-down) management commitment, policy, strategies and processes focusing on Safety as a priority on one hand. And, on the other, (at all levels), ensure technical competence and SMS knowledge are continually enhanced through **Training, Education on values, effective Communications and information sharing, lessons learnt sharing**, enforced good practices and attitudes, examples of positive behavior, effective reporting, respect of rules and an environment favorable to achieving the defined safety objectives;

4) define and implement, in all Functions, **internal reporting principles and encourage personnel to report errors, incidents and hazards**;

5) comply with all applicable legislation, **to meet all the necessary requirements and adopt best practices to improve safety standards**; in parallel and complementing **the Airworthiness process that assures the compliance with certification Standards for the complete life cycle of our Products**.

Safety Policy

6) **provide the necessary skilled and trained personnel** for the implementation of the safety policy to deliver a safe product or service;

7) enforce and promote **safety as a primary responsibility of all managers at all levels**;

8) ensure that the **Safety Policy is understood, implemented and maintained at all levels of management and employees/personnel**; ensuring that all staff are provided with adequate and appropriate safety information and training, are competent in safety matters and allocated only to tasks commensurate with their skills;

9) **consider human factors principles** and embed them in all education and training activities to reduce human errors;

10) **apply 'Just Culture' principles to the internal safety reporting and the investigation of occurrences** and, in particular, not make available or use this information:

    a) to **attribute blame or liability to front-line staff or other persons** relating to actions, omissions or decisions taken by them that are commensurate with their experience and training; or

    b) for any purpose other than the continuation or improvement of aviation safety, unless such reporting reveals, beyond any reasonable doubt, an **illegal act, gross negligence, or a deliberate or willful disregard of regulations or procedures**;

    c) that the **origin of the information shared is protected**;

11) ensure that **externally supplied systems and services, supporting our operations, meet appropriate safety performance standards**; thus establishing **interface relations** on Safety Management System matters beyond the ones imposed by Airworthiness requirements and guaranteeing that the Company Safety Principles are known by Partners.

⇒ **In the event of conflict, the Company will decide in favor of safety.**

Safety Objectives

Safety objectives are established to **continuously improve the safety** of aircraft operations and the Organization product safety performance. These Safety Objectives are meaningful to the Organization, and adapted to the type of business and to the volume of safety data collected.

The Company related top-level Safety Objectives and commitments are:

1) to ensure that a **sufficient number of appropriately competent staff are available** to manage the Safety of product, services and personnel in line with the current and emerging Company business;

2) to ensure that **processes for the design, production and provision of services** that impact Safety are defined and followed;

3) to ensure that **information from internal and external sources, including voluntary employee reporting,** that may have an impact upon the Safety of product or services, is assessed in a timely fashion and reacted upon to ensure that Safety is maintained;

4) to ensure that all **potential hazard and effects which could present Safety risks are identified, assessed, and that measures** are put in place to manage those risks where required (mitigating and correcting them. Sharing safety data and conducting cooperative analyses using an integrated safety management approach helps identify and resolve issues requiring the consideration of multiple departments.
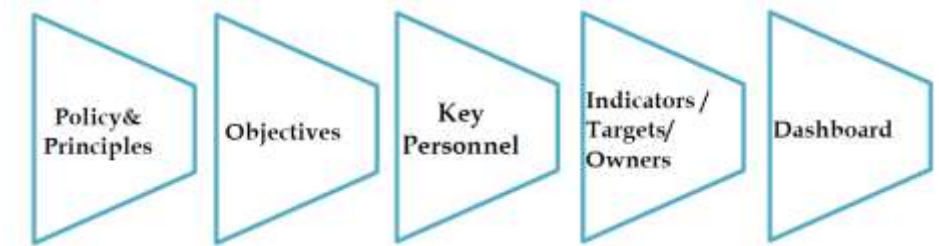
Safety Objectives

5) to improve **accountability for safety through defined managerial roles and responsibilities** and Safety Risk Management processes, by reducing isolated analysis and decision-making using integrated safety management principles (Safety risk deemed acceptable for an individual element of the division may lead to unintentional Safety risks in another if a safety assessment is not conducted with a "system of systems" philosophy);

6) to **ensure a robust safety reporting process** with dedicated reviews in order to verify that the process is relevant and appropriate;

7) to generate an **open & "Just Culture" within the business** that places safety as the top priority at all times, with management and staff engaged in achieving the Safety goals and guaranteeing continuous improvements;

8) to ensure that **individuals are not punished for actions, omissions or erroneous decisions** that are commensurate with their experience, training and internal procedures. Verifying, at the same time, that gross or deliberate negligence, willful violations and destructive acts are not tolerated.

9) to ensure that **staff have necessary and effective training** for safety principles and for activities impacting safety to guarantee that they are, therefore, competent in the roles that they hold;

10) to ensure that **Company policies and any local SMS evolve and continually improve** to maintain alignment with changing business, ensuring that they continue to meet the full range of business activities.

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Safety Objectives

11) To ensure **that hazards related to interfacing with Company external entities are identified and properly managed**. Collaborative approaches towards external entities (e.g. suppliers, customers/operators, authorities) need to be considered and promoted through formal agreements with clearly defined responsibilities. Safety issues and risks related to interfaces should be documented and made accessible to each Organization for sharing and review.

From Policy to Objectives …. and to Indicators

Detailed indicators, pertaining to the safety objectives, with related targets and owners are defined in the Company SMS Manual.

These objectives and targets are **reviewed annually**.

Two classes of objectives are identified:

1) **high level general objectives** that will constitute the minimum content for each Local SMS;

2) whilst **a dedicated set of more specific objectives** could be defined to better fit with the peculiar necessities of any Local SMS. In such a case this dedicated set will be part of Local SMS documentation.

The Company SMS Manual assures the correct distribution and communication to the responsible managers.

Safety Objectives

The table below shows examples of indicators for each objective with their **metrics and applicable targets**.

Each Indicator is defined based on the classification of the main areas in which the Policy is grouped:

- **Leadership**: Leaders at all levels that inspire, promote and communicate safe behaviors across the business.
- **Competence**: Approach to ensure that everyone is competent to do their job, understands their safety responsibilities and actively plays their part.
- **Culture**: Practice of a just, learning and reporting culture in which everyone is trusted and treated fairly, but unsafe behavior is not tolerated.
- **Capability**: Responsive to change, and its individuals are empowered by the availability of the appropriate processes and resources.
- **Assurance**: Safety is a key business measure, risks are understood, eliminated where practicable and suitable control measures are adopted and monitored.

Objective (and related Indicators)	Target	Owner	Classification
1) to ensure that a sufficient number of appropriately competent staff are available to manage the Safety of product, services and personnel in line with the current and emerging Company business			
Resolution of safety issues given appropriate priority	No priority safety issues held by lack of resource	Delegates of Accountable Manager	Lea / Com
Staff succession plan identified for all posts with significant safety impact	Plans available for 80% of key posts	Relevant functional head with Head of HR	Lea / Cult

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FOR YOUR ATTENTION

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