



CANSO GLOBAL SAFETY CONFERENCE 2025

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HOSTED BY **AIRWAYS**



ORGANISATIONAL CULTURE

Maturing Safety Culture through an effective Safety Performance Indicator (SPI) programme

PRESENTERS



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INTRODUCTION

A positive safety culture is essential in maximising our safety performance

- Safety is one of Airways' core values.
 - It drives our behaviours
 - Is central to our purpose: safe skies today and tomorrow
 - Is fundamental to our success in creating the aviation environment of the future



We are
safe



We are
One Airways



We celebrate
success



We strive for
excellence

SAFETY CULTURE AT AIRWAYS

A positive safety culture is critical for safety-centric organisations to operate to the highest standard

- Independent external review by the Presage Group commissioned in 2019 and started late 2020.
- Review involved all of our people, Board of Directors and two professional association (union) partners.
- The review resulted in:
 - two safety culture questionnaires
 - two Presage progress reports (Interim and Final)
 - Airways reports responding to Presage's reports and recommendations with 66 individual SMART actions.



SAFETY CULTURE AT AIRWAYS

Understanding the outcomes

James Reason Model identifies five interdependent elements that are crucial to a positive safety culture:

1. Just Culture
2. Reporting Culture
3. Informed Culture
4. Learning Culture; and
5. Flexible Culture

Overall Difference in James Reason Culture Scores

Comparing the differences between **Current** vs **Past**



SAFETY CULTURE AT AIRWAYS

Continuous evolution and strengthening of Safety Culture

- Implementation of all 66 SMART action is near complete.
- We continue to build on the momentum we have created to integrate a positive safety culture into everyday lives at Airways.
- Importance of business-led implementation and leadership.
- Safety Culture Steering Committee ensures strong and effective oversight, governance and accountability.
- Everyone must play their part.



“if you want to go fast, go alone. If you want to go far, go together.”

Presage – external agency
utilised for Airways Safety
Culture review, 27 May 2022



CREATING AN ORGANISATIONAL CULTURE THAT EMBEDS THE RIGHT BEHAVIOURS

Systems drive behaviours – behaviours drive culture

- Safety Performance Indicators (SPI) programme design
- Combination of indicators
- Drill through - deliver data at organisational, business group and unit/team levels
- Visual Impact - display design
- Information Processing – Human Machine Interface (HMI)
- Traffic light system   

SPI RELATIONSHIP WITH AIRWAYS STRATEGY



Safety performance is intrinsically linked to Airways strategy

- **Put our people first**
 - Oversight of Health, Safety & Wellbeing across Airways
 - SMS training and currency
- **Safety system enhancements**
 - Provide areas of focus
 - Drive organisational behaviours
- **Our Purpose**
 - Safe skies today and tomorrow



INTEGRATING ORGANISATIONAL AIMS

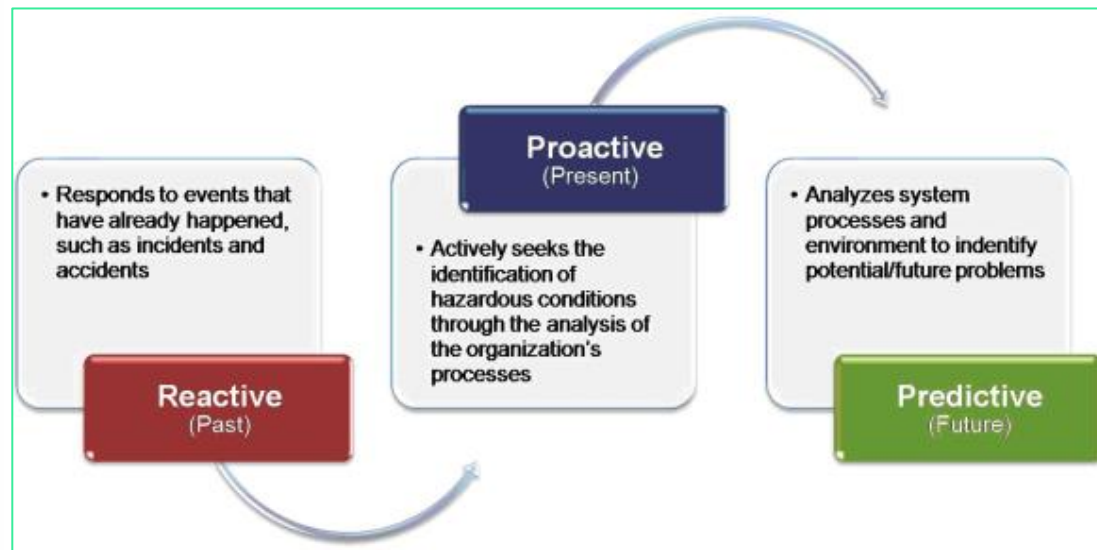
Data, Tools, Operations and Our People

"SPI Data and tools enable our Managers, Team Leaders and People to direct their efforts into the areas where the greatest benefits will be achieved."

INTEGRATING ORGANISATIONAL AIMS

What has changed?

- Safety-I to Safety-II
- Currently proactive
- Manoeuvring for predictive

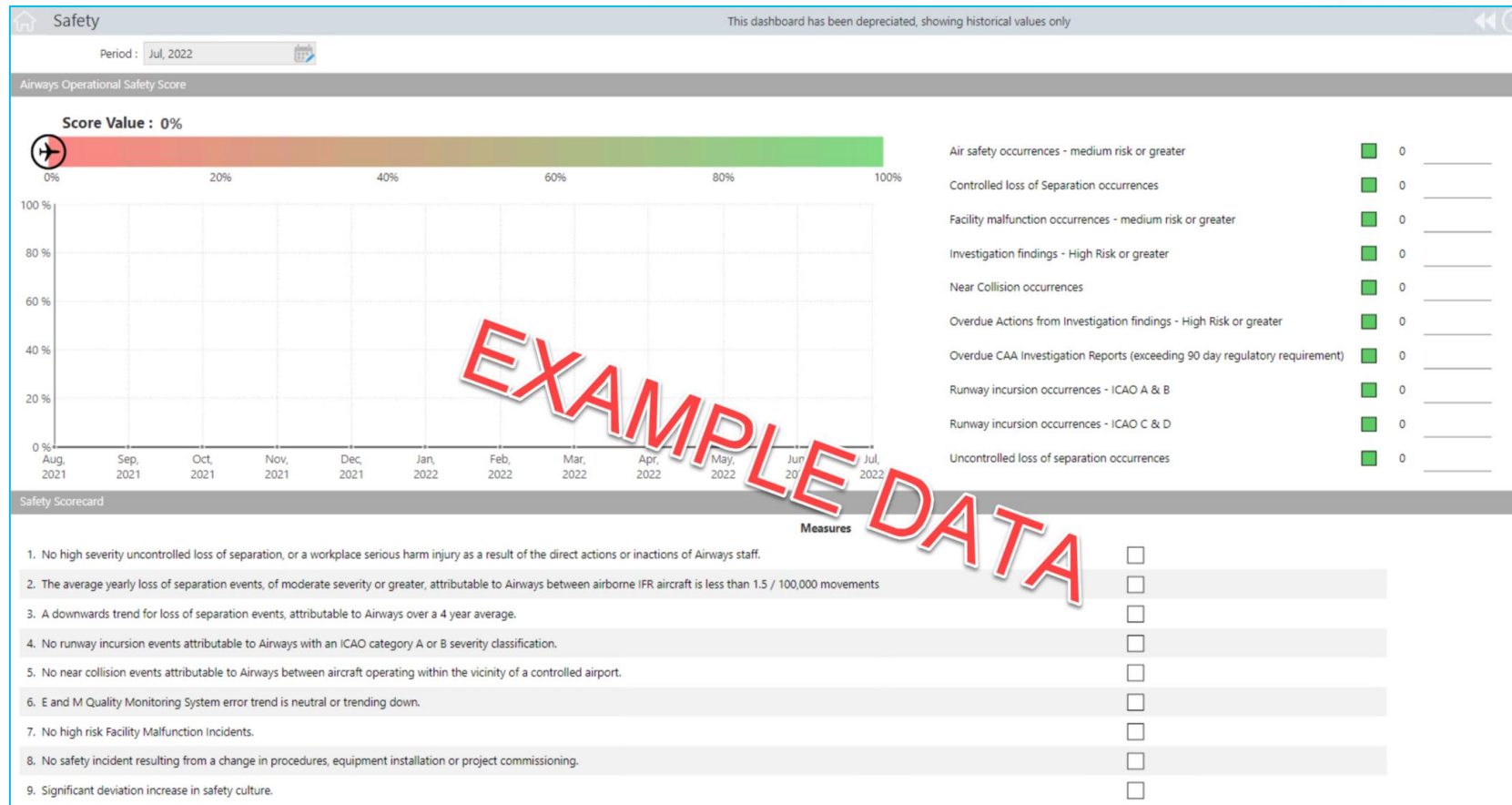


What did we do?

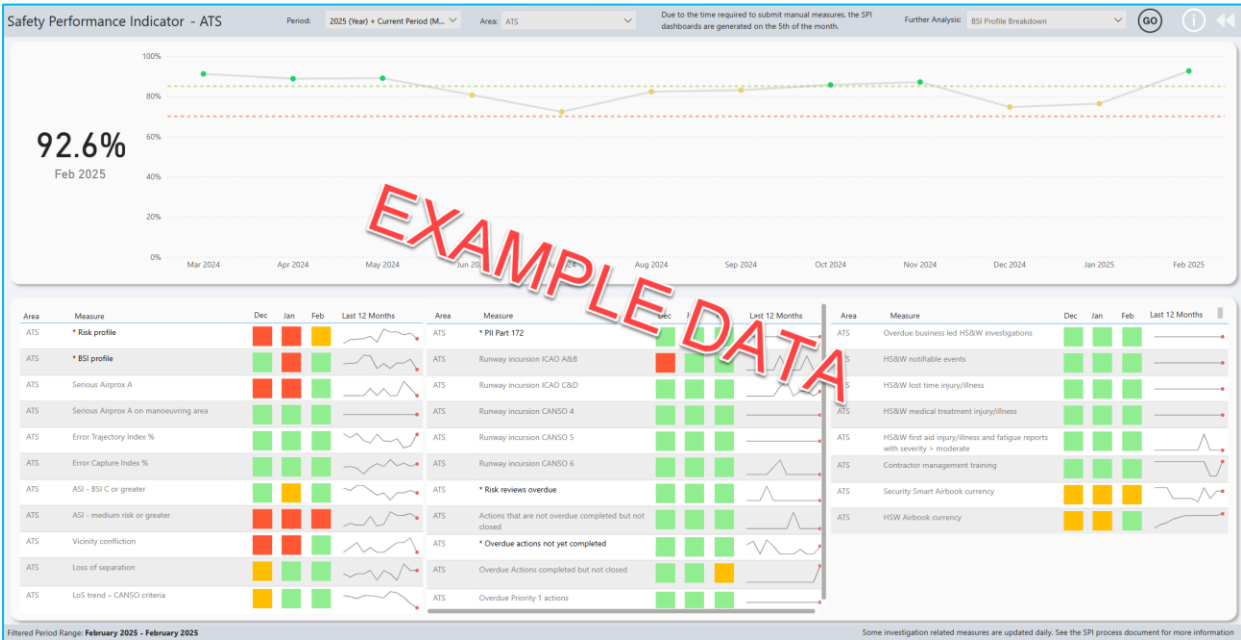
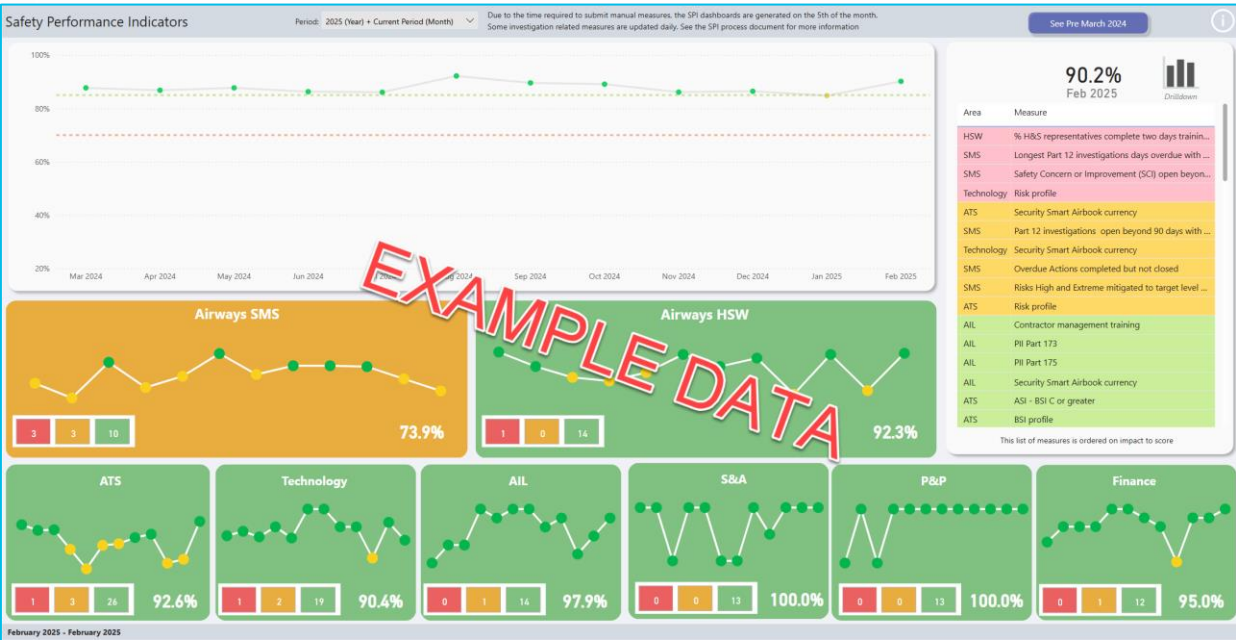
SPI were initially derived over a 12-month process which included:

- Reviewing extant KPI and researching SPI from ANSPs and industry
- Seeking design input from Airways Teams across the business
- Identifying key data points for Managers, Team Leaders and Our People
- Developing a methodology that weights each indicator against the boarder safety objectives
- Delivering a data collection methodology and creating new dashboards to provide real time SPI data to our people at all level of the business

ORGANISATIONAL WIDE VISIBILITY AND REPORTING



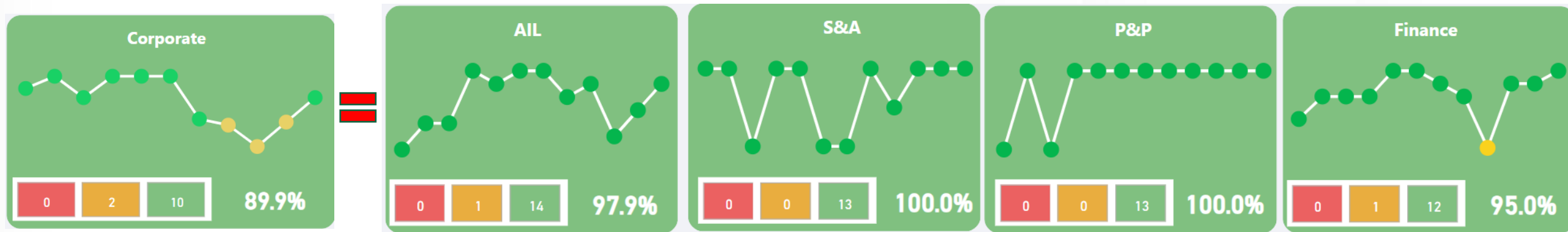
ORGANISATIONAL WIDE VISIBILITY AND REPORTING



SAFETY CULTURE OUTCOMES & SPI CONTINUOUS IMPROVEMENT

Evidence of organisational change

- SPI reporting combined with thorough executive oversight
- Notable improvements in a number of SPI
- Overall improvement in Airways Safety Score
- Must be dynamic and agile
- SPI Best Practice





THANK YOU