Purpose

This procedure sets out the Airbus Australia Pacific (Airbus) approach and minimum requirements for managing Health, Safety & Environment (HSE) and Aviation Safety risks across the organisation.

Scope

This procedure covers:

- Use of S.L.A.M;
- Use of Job Safety and Environment Analysis (JSEA);
- determination of safety risk context;
- identification, assessment and treatment of safety risks;
- monitoring and review of the safety risk management process; and
- communication and consultation throughout the safety risk management process.

Note:

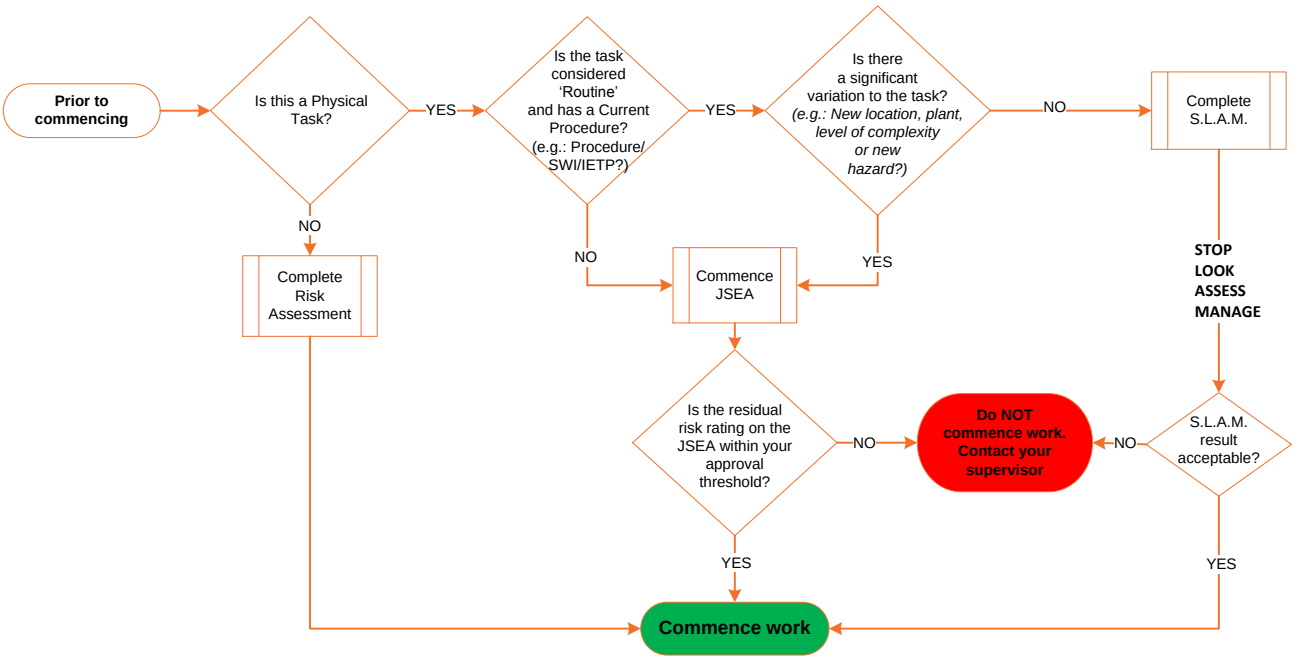
Safe Work Method Statements (SWMS) are **NOT** used within Airbus Australia Pacific UNLESS the activity involves high risk construction work activities which will be coordinated and managed by HSE in Brisbane.

Applicability

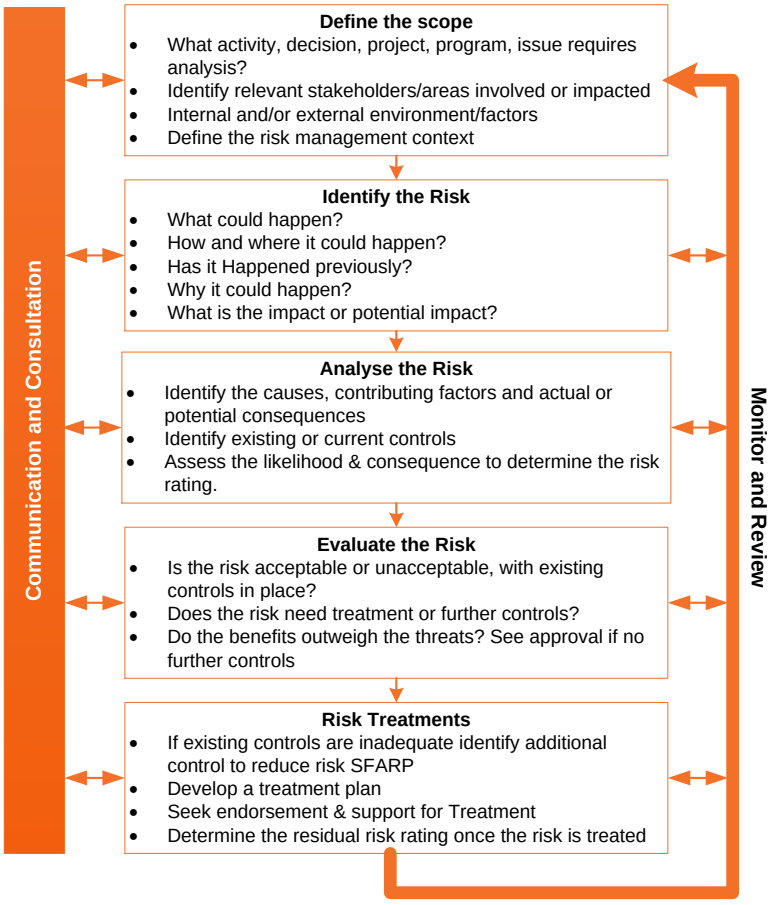
This document is applicable to all Airbus in Australia Pacific.

Process Map

TASK ACTION DECISION TREE (SWI vs. JSEA vs. S.L.A.M)



RISK ASSESSMENT



Procedure

1. Hazard and Risk Management

All risk assessments shall be documented and maintained within the relevant work area using the AIRS operational risk module.

1.1. Risk Assessment Methodology

Safety risk assessments shall only be undertaken by personnel trained and certified as competent in the use of the Airbus risk management methodology.

After establishing the context, the risk management process is systematically divided into five steps:

1. **Identify hazards**, based on experience, recorded data and other information.
2. **Identify who can be harmed or what can be damaged and how** understand who can be harmed or what can be damaged from the risk and to what extent.
3. **Evaluate the risk and select additional control measures** (if required). Evaluate the level of risk and decide if it is required to implement any additional control measures. If additional control measures are required, select these from the hierarchy of control by selecting the highest order control method possible and then proceeding down the list in order.
4. **Implement the selected control measure(s)** in the workplace.
5. **Monitor the control measures** to ensure that they are working correctly to control the risks and that no other risks have been introduced.

Task #	Action Required	Responsibility	Frequency
1.	**Communication and Consultation**		
A.	Active communication and consultation with internal and external stakeholders **shall take** place at each step of the risk management process. Consultation shall take place at every stage of the risk management process including when: 1. New work processes, equipment or tools are being designed, purchased or modified; 2. Identifying hazardous activities which require assessment; 3. Establishing priorities for the assessment and during the risk assessment process; 4. Deciding on control measures to manage risk; 5. Reviewing the effectiveness of implemented control measures and identifying whether further hazards and risks created by the chosen controls.	• Person in Charge	• As required
B.	**Who shall be involved in consultation** A consultative group should include all those involved in the applicable activity including, but not limited to: 1. Workers; 2. Supervisors; 3. Workplace Health And Safety Officers/ Representatives; 4. HSE Coordinators; 5. Health And Safety Committees / Safety Action Groups; 6. Management. The views stakeholders shall recorded and integrated into the decision making process as required pursuant to vertical and horizontal consultation requirements	• All	• As required

Task #	Action Required	Responsibility	Frequency
2.	**When to Conduct Risk Assessments**		
A.	Risk assessment is an ongoing process and shall be undertaken at various times including: 1. When planning to commence operations at a new location (e.g. opening a new warehouse). 2. When planning or making a significant change to a work procedures and/or practices. 3. When introducing new plant, equipment, materials or substances into the workplace. 4. After an incident (including near misses). 5. Introduction of new workers. 6. A high level of risk involved with a specific work activity (e.g. confined space). 7. At regular or scheduled intervals appropriate to the nature of the workplace and the hazards present. 8. When legislative obligations change (including regulations). 9. Before work activities begin. Risk assessments shall be carried out using the calculator defined in Airbus Risk Matrix at annexure A	• Person in Charge	• As applicable
3.	**Risk Assessments**		
A.	**S.L.A.M** **Stop. Look. Assess. Manage** is the Airbus personal risk assessment tool. Its intention is to provide a simple and efficient method of personal risk assessment of any task performed as part of "Business As Usual" (BAU) activities and also when: • A Safe Work Instruction / procedure / IETP exists; or • A Risk Assessment has been conducted. S.L.A.M is **NOT** to be used in lieu, where work is performed under a "Permit to Work" or when a higher level of risk assessment is required e.g.: JSEA.	• Worker	• As required
B.	**JSEA (Job Safety and Environmental Analysis)** A JSEA is a step by step of how a task is to be carried out safely. A JSEA is ONLY used when a SWI/Procedure exists but there are *SIGNIFICANT VARIATIONS* from the usual/routine manner of a task. Once the JSEA is used for that task, the SWI/Procedure is required to be amended and the JSEA retired. JSEAs use the Table 1 Risk Matrix – JSEA in annexure A	• Person in Charge	• As required

Task #	Action Required	Responsibility	Frequency
C.	**Formal Risk Assessment** Risk Assessment shall be carried out on all identified hazards using Table 2 Risk Matrix – Operational in annexure A. to assess likelihood and consequence of each hazard, and any controls, in order to determine its degree of risk. Risk assessments for *Divisional* and *Site* risks are to be recorded in the operational risk register. *Strategic* risks may be initially captured in the operational risk register. After assessment, and consultation with Safety Manager and Manager Quality and Excellence, if the risk is escalated and recorded in ARM, it is retired from the operational risk register. In accordance with the requirements of applicable sections of relevant health and safety legislation, arrangements shall be in place to: 1. Eliminate risks to health and safety, so far as is reasonably practicable; and 2. If it is not reasonably practicable to eliminate risks to health and safety, to minimise those risks so far as is reasonably practicable (refer definition in section 3 above). In determining what is (or was at a particular time) reasonably practicable in relation to ensuring health and safety, regard must be had to the following matters: 1. The likelihood of the hazard or risk concerned eventuating; 2. The degree of harm that would result if the hazard or risk eventuated; 3. What the person concerned knows, or ought reasonably to know, about the hazard or risk and any ways of eliminating or reducing the hazard or risk; 4. The availability and suitability of ways to eliminate or reduce the hazard or risk; and 5. The cost of eliminating or reducing the hazard or risk. **Note:** Cost shall not be a factor in the control mechanism unless it is grossly disproportionate to the risk requiring mitigation (refer to definition of Reasonably Practicable in relevant legislation). In addition, a risk assessment shall be carried out prior to any changes and modifications (Management of Change). This shall include: 1. Introduction of new plant and equipment, materials or new processes; 2. Work practices; and, 3. Changing any of the above. Where it is necessary to compare different types of risks (e.g.: high severity/low frequency vs. low severity/high frequency) the risks shall be quantified. Where the risk is considered to be unacceptable, controls shall be implemented to ensure the risk is eliminated or, where the risk cannot be eliminated, minimised so far as is reasonably practicable.		

Task #	Action Required	Responsibility	Frequency
4.	**Hierarchy of Controls**		
A.	The preferred options for hazard control measures shall be in this order: 1. **Elimination** of the hazard (where possible); 2. **Substitution** (e.g. use a less hazardous substances); 3. **Isolation** of plant and equipment; 4. **Engineering a** manufactured control; 5. **Administration** improving work methods; 6. **Personal Protective Equipment** (PPE) is the last resort if the above measures are not practicable.	• Person in Charge	• As required
5.	**Review of Controls Prior to Implementation**		
A.	Prior to the implementation of controls, the proposed measures shall be reviewed to ensure they do not create a new (and seemingly unrelated) hazard e.g. provision of rigid footwear to prevent foot injuries, may increase slips and falls on slippery surfaces; the installation of barriers and guards on machinery may restrict access and means of escape, etc.	• Person in Charge	• As required
6.	**Risk Assessment and Control Measures Review**		
A.	Risk assessments, and any measures adopted to control the risk, shall be reviewed whenever: 1. There is evidence the risk assessment is no longer valid; or, 2. Injury or illness results from exposure to a hazard to which the risk assessment relates; or, 3. There is a significant change in the premises or place of work to which the risk assessment relates. Where required, new, modified or additional controls shall be implemented.	• Risk Owner	• As required
7.	**Residual Risk**		
A.	The Risk Owner has ultimate responsibility and accountability for managing all aspects of residual risk.	• Risk Owner	• As required

Appendix A – Risk Matrices

Likelihood			Consequence				
			Minor	Moderate	Major	Critical	Catastrophic
			1	2	3	4	5
	Almost Certain	5	H	H	VH	VH	VH
	Probable	4	M	M	H	H	VH
	Occasional	3	L	M	M	M	H
	Improbable	2	VL	L	L	M	M
	Rare	1	VL	VL	VL	L	L

Table 1 Risk Matrix – JSEA

Likelihood			Consequence																							
			Minor					Moderate					Major					Critical					Catastrophic				
			1	1	1	1	1	2	2	2	2	2	3	3	3	3	3	4	4	4	4	4	5	5	5	5	5
	Almost Certain	5	L	L	L	L	M	M	M	M	M	M	M	H	H	H	H	H	H	H	VH	VH	VH	VH	VH	VH	VH
	Probable	4	L	L	L	L	L	L	L	M	M	M	M	M	M	H	H	H	H	H	H	H	H	VH	VH	VH	VH
	Occasional	3	VL	VL	L	L	L	L	L	L	L	M	M	M	M	M	M	M	H	H	H	H	H	H	H	VH	VH
	Improbable	2	VL	VL	VL	VL	L	L	L	L	L	L	L	L	M	M	M	M	M	M	H	H	H	H	H	H	H
	Rare	1	VL	VL	VL	VL	VL	VL	VL	L	L	L	L	L	L	L	M	M	M	M	M	M	M	H	H	H	H
			1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
			Fully Effective	Substantially Effective	Partially Effective	Largely Ineffective	Totally Ineffective	Fully Effective	Substantially Effective	Partially Effective	Largely Ineffective	Totally Ineffective	Fully Effective	Substantially Effective	Partially Effective	Largely Ineffective	Totally Ineffective	Fully Effective	Substantially Effective	Partially Effective	Largely Ineffective	Totally Ineffective	Fully Effective	Substantially Effective	Partially Effective	Largely Ineffective	Totally Ineffective
			Effectiveness																							

Table 2 Risk Matrix – Operational

Dimension	Minor (1)	Moderate (2)	Major (3)	Critical (4)	Catastrophic (5)
Workplace Safety & People (WSR)	• Work related injury / illness requiring First Aid in workplace and returns to work. • Non-work related injury / illness. • Some complaints from staff with negligible impact on performance. • Average levels of staff turnover with negligible impact on performance.	• Work related injury / illness requiring non-urgent medical treatment at clinic. • Short term engagement issues impacting staff member performance. • Minor dispute with potential to lead to litigation or prosecution.	• Work related injury/illness requiring emergency medical treatment with no permanent disability. • Immediately Notifiable Incident. • Moderate levels of dissatisfaction restricted to certain divisions. • Ongoing, above average staff turnover.	• Work related serious injury/illness causing permanent disability and or a single fatality. • High Potential Incident (HPI). • High levels of dissatisfaction/ turnover of staff in a key Division that severely affects achievement of Program objectives. • Significant on-going disputes with staff / unions.	• Multiple fatalities due to work related factors. • Widespread dissatisfaction and large scale loss of employees that has a severe impact on Program performance.

Dimension	Minor (1)	Moderate (2)	Major (3)	Critical (4)	Catastrophic (5)
Flight Operations & Aviation Support Systems (ASS)	**Flight Operations** • Incidents that have nil to insignificant impact on aircraft flight path/control and or flight crew workload. **Aviation Support Systems** • Incidents or process/system failures that have nil to insignificant impact on programs, supply chain, logistics, technical support or engineering ability to provide products or services.	**Flight Operations** • Incidents, process/system failures or threats that have a minor impact on aircraft mission/flight path/control and or flight crew workload (e.g. breakdown of ATC communications) • Managed within normal operating procedures. **Aviation Support Systems** • Incidents or process/system failures that have a minor impact on programs, supply chain, logistics, technical support or engineering ability to provide products or services. • Some disruption to normal activities with minimal recovery time. • Managed within normal operational procedures.	**Flight Operations** • Incident requiring the crew to use multiple non-normal checklists or additional actions from process/system failures or threats that have a major impact on aircraft mission/flight path/control and or flight crew workload • Mission abort, notably through application of a Flight Manual Emergency Procedure. **Aviation Support Systems** • Incidents or process/system failures that have a major impact on airworthiness or on programs, supply chain, logistics, technical support or engineering ability to provide products or services. • Significant disruption to operations.	**Flight Operations** • Incident resulting in mission failure/uncontrolled landing or accident. • Process/system failures or threats that have a critical impact on aircraft flight and/or the immediate safe operation of an aircraft leading to mission failure. **Aviation Support Systems** • Incidents or process/system failures that have a critical impact on airworthiness or on programs, supply chain, logistics, technical support or engineering ability to provide products or services. • Cessation of flying operations.	**Flight Operations** • Incident process/system failures, structural failures or threats resulting in loss or destruction of aircraft. **Aviation Support Systems** • Incident or process/system failures resulting in (or potentially resulting in) the loss or destruction of aircraft.
Maintenance (MSR) MO	• Negligible aircraft damage. • Negligible damage to aeronautical product.	• Repairable aircraft damage (4 hours to repair). • Minor damage aeronautical product. • Partial failure non-safety critical systems.	• Repairable aircraft damage (2 to 14 days to repair). • Repairable damage to aeronautical product. • Failure of non-safety critical systems.	• Repairable aircraft damage (more than 14 days to repair). • Unrepairable damage to aeronautical product. • Failure of a safety critical system with redundancy in place.	• Critical System failures resulting in loss or destruction of aircraft. • Critical System failures preventing safe flight or safe landing.

Dimension	Minor (1)	Moderate (2)	Major (3)	Critical (4)	Catastrophic (5)
Environment	• Contaminant release, routine clean-up. • No impact on the environment.	• Contaminant release with localised on-site area affected with no residue impacts. • < 3 months to rectify.	• Serious non-compliance of Airbus environmental procedures; or Environmental Management Plan. • > 3 but < 6 months to rectify.	• Major non-compliance of Airbus environmental procedures; or Environmental Management Plan. • > 6 but < 24 months to rectify.	• Contamination causing substantial loss of production, national media story, complaint from major customer. • Significant and long-term impacts on the environment > 2 years to rectify.
Reputation	• Local short term media attention and negative public reaction.	• Local prolonged media attention and negative public reaction.	• Negative reaction by public / major customer interest groups and short term national med media attention.	• Widespread public discontent with Airbus, prolonged adverse national media attention. • Coronial inquest.	• Irreparable breach of shareholder and stakeholder confidence. • Significant and recurring negative media attention on a national level. • Government inquiry.
Financial	• Cost or Margin Impact of up to $100,000.	• Cost or Margin Impact of more than $100,000 but less than $1,000,000.	• Cost or Margin Impact of more than $1,000,000 but less than $3,000,000.	• Cost or Margin Impact of more than $3,000,000 but less than $10,000,000.	• Cost or Margin Impact of greater than $10,000,000.
Capability	• Mission or delay with some delay impacting normal business unit operations, minor errors in systems or processes requiring corrective action, or minor delay without impact on overall objective. • Supplier deficiency with minimal impact. • Quality degradation barely noticeable. • Temporary degradation of core system < 2 days.	• Mission/Business unit work plans will not be achieved impacting on normal operations across several divisions reducing organisational efficiency for 1-2 days. • Some disruption to normal activities by supplier but with minimal recovery time required. • Minor compromise of internal sensitive information. • Minor quality reduction.	• Mission/Divisional business objectives will not be achieved with objectives delayed with significant disruption to operations (e.g. non critical activities suspended). • Multiple supplier deficiencies impacting key business objectives. • Some data may be permanently lost. • Quality reduction requires approval.	• Mission/Divisional objectives will not be achieved. • Failure of a major supplier with reduced ability to deliver strategic outcomes (e.g.: some critical activities cease). • Loss of / or disruption to data impacting the organisation. • Quality reduction unacceptable.	• All Mission/Divisional strategic objectives will not be achieved threatening ongoing continuance. • Failure of a major supplier to deliver strategic outcomes resulting in cessation of critical activities. • Critical system failure and permanent loss of critical data. • Project end item is effectively useless.

Dimension	Minor (1)	Moderate (2)	Major (3)	Critical (4)	Catastrophic (5)
Security	• Incidents that do not directly present a threat to the security of operations, assets, personnel and may result in: 1. Damage to physical assets or infrastructure resulting in manageable delays in achieving organisational objectives. 2. Loss or compromise of classified or other sensitive information (including Airbus IP). Limited impact on routine business. 3. Limited effect on capacity to carry out a Defence-related function. 4. Local impact only. Ability to operate unimpaired. Handled within local resources.	• Incidents involving a minor policy breach requiring Defence or other external agency involvement and may result in: 1. Damage to physical assets or infrastructure impacting on Airbus' business outcomes. 2. Loss or compromise of classified or other sensitive information (including Airbus IP) reducing Airbus' ability to achieve its outcomes. 3. Damage reducing but not denying availability of a function. 4. Internal inquiry/investigation required. Short term adverse media attention handled by existing business practise.	• Major incident as defined by DSM or other incident causing disruption to business operation for a period of one day to one week and may result in: 1. Destruction or significant damage of physical assets or infrastructure causing significant impact on Airbus' business outcomes. 2. Loss or compromise of classified or other sensitive information (including Airbus IP) that significantly impacts on Airbus' ability to meet its customer obligations. 3. Partial loss of, or damage to, a capability or system for which alternative solutions are readily available. 4. Longer term adverse media attention. Thorough, independent, internal investigation required.	• Incident causing significant disruption to business operations across multiple sites which may result in: 1. Destruction or damage to physical assets or infrastructure sufficient to prevent delivery of a capability for a protracted period. 2. Loss or compromise of a large quantity of classified or other sensitive information (including Airbus IP) resulting in the inability to deliver outcomes for a protracted period. 3. Substantial loss or damage to a key capability which cannot be replaced for protracted period. 4. Sustained adverse media coverage. Loss of confidence by Defence or other stakeholders affecting access to information or assets of domestic or international partners. Special arrangements required to manage impacts which may or may not be managed locally.	• Incident causing destruction of an asset/site/facility/capability and/or loss of control of business operations which may result in: 1. Significant damage to or destruction of physical assets or infrastructure sufficient to prevent Defence's continued operation. 2. Loss or compromise of classified or other Defence information resulting in permanent loss of Defence's capacity to deliver its outcomes. 3. Loss of key operational capability sufficient to disrupt Defence's delivery of outcomes for a protracted period. 4. Long term adverse media coverage. Significant damage to Government and/or international confidence in Airbus' ability to deliver its obligations.

Dimension	Minor (1)	Moderate (2)	Major (3)	Critical (4)	Catastrophic (5)
Facilities	• Theft or loss of property, tools, equipment or goods which can be repaired/replaced within 24 hours.	• Damage to property, tools, equipment or goods (value < $10,000). • Tools or Equipment damaged beyond safe use.	• Minor damage to major structure or asset (Still fit for purpose but requires repairs). • Damage to any other structure, asset, equipment or goods (Value $10,000 to $30,000). • Tools or Equipment completely destroyed (Value $10,000 to $30,000).	• Significant structure or asset damage or destruction ($300,000 to $1,000,000). • Significant equipment damage ($30,000 to $100,000 TMS, or no longer fit for purpose). • Loss of Airbus capability (e.g. loss of facility or network with TMS > 10 days).	• Major structure or asset completely destroyed (estimated value > $1,000,000). • Loss of capability (e.g. loss of facility or network with TMS > 20 days).
Regulatory / Legal	• Minor, inadvertent regulatory breaches with no regulator involvement. • Minor disputes with no impact on services. • Potential cost/fine less than $10,000.	• A number of minor regulatory breaches with a potential fine between $10,000 and $50,000 but no disruption to services. • Issue of "Improvement Notice" by an external regulatory agency but not impacting operations.	• Issue of "Improvement Notice" by an external regulatory agency impacting operations. • Potential prosecution (Cat 3) of company as PCBU, Officers, Workers under WHS Act. • Regulatory breach leading to a substantial fine >$500,000 to $1,000,000 but no disruption to services. • Potential Enforceable Undertaking.	• Potential prosecution (Cat 2) of company as PCBU, Officers, Workers under WHS Act. • Major regulatory breach with potential impact on continued operations by authorities / regulators. • Issue of "Prohibition Notice" ceasing operations for a determined period of time. • Enforceable Undertaking, Litigation or prosecution with potential costs/fine >$1,000,000 to $10,000,000.	• Regulatory breach with potential for Loss of operating licences / registrations. • Prosecution (Cat1) and sentencing of company as PCBU, Officers, Workers under WHS Act. • Suspension of operations by authorities / regulators including receipt of CASA “show cause”, or equivalent. • Significant litigation with potential costs/fine >$20,000,000 (e.g. class action).

Table 3 Risk – Qualitative Description – Consequence

Rare (1)	Improbable (2)	Occasional (3)	Probable (4)	Almost Certain (5)
• Could only occur under exceptional circumstances. • No history of incident/incident in the related operating environment. • No relevant findings in current or previous audits or investigations. • Would not expect this to happen in Airbus.	• Could occur but more often will not. • Has happened in the industry in the past. • Minor findings during current audit or investigation.	• Could occur in some circumstances. • History of incident within Airbus with the same consequence level. • Not surprised if it happens within Airbus from time to time. • Key finding during current audit or investigation not fully actioned.	• Has happened on one or more occasions previously. • Not surprised if it happens again. • Key finding during current ***and*** previous audits or investigations not fully actioned.	• Expected to occur in most circumstances. • Has happened multiple times in activity previously. • Expected to repeat. • Multiple key findings during current and previous audits or investigations not fully actioned.

Table 4 Risk – Qualitative Description – Likelihood

Fully effective	Substantially effective	Partially effective	Largely ineffective	Totally ineffective
Is effective in reducing the risk under all conditions	Is effective in reducing the risk under most conditions	Is partially effective in reducing the risk	Makes little impact in reducing the risk	Virtually no control
• Documented and Implemented. • Achieving full effective risk control. • Routine review and monitoring through assurance. • Full confidence of executive management.	• Risk Controls and procedures are documented and implemented with improvements required through proactive assurance. • Automated and/or preventative controls provide early detection. • Reasonable confidence by executive management with minimal requests for updates.	• Control processes and procedures are not fully documented or implemented. • Management question operational effectiveness and reliability. • Ongoing work to improve.	• Identified control gaps. • Risk Controls and procedures not documented or not implemented. • Management are actively seeking resolution.	• No visible control. • Management has no confidence as controls and procedures are non–existent or ineffective; not communicated, sparsely implemented and of little value.

Table 5 Risk Control Effectiveness

Risk Rating	Risk Owner	Notification Requirement	Risk Response	Approval	Risk Treatment Requirements	Monitoring & Review
Very High	ExCom	• VP to be notified immediately • VP to inform MD immediately	• All Very High risks require treatment.	• VP to approve proposed risk treatments.	• Immediate treatment required.	• Monitoring to be at a minimum monthly, but suggest weekly where possible". • To be reviewed/updated quarterly in line with the Airbus Global Risk reporting process. • Reported at Safety Review Board.
High	Director or Responsible Manager	• VP to be notified immediately • VP to determine whether any further VP's or MD require notification.	• All Very High risks require treatment.	• Director or Responsible Manager to approve proposed risk treatments.	• Plan or program for management / treatment required within 30 days unless otherwise specified.	• Risk monitored and reviewed monthly by Risk Owner unless otherwise specified, or when affected by a "risk trigger". • To be reviewed/updated quarterly in line with the Airbus Global Risk reporting process. • Reported at Safety Review Board.
Medium	Responsible Manager	• Manager to be notified immediately. • Manager to inform applicable Director within 7 days. • Director to determine whether any further Director's / VP's require notification.	• All Medium risks require treatment.	• Responsible Manager to approve proposed risk treatments.	• Plan or program for management / treatment required within 60 days unless otherwise specified.	• To be reviewed/updated quarterly in line with the Airbus Global Risk reporting process. • By Risk Owner unless otherwise specified, or when affected by a "risk trigger". • Reported at Divisional Safety Committee.
Low	Supervisor	• Supervisor to be notified.	• Low risks maybe managed by routine procedures. • Supervisor may determine if additional treatment is required. • Dept. Manager to review additional controls.	• Supervisor	• Plan or program for management / treatment required within 60 days unless otherwise specified.	• To be reviewed/updated quarterly in line with the Airbus Global Risk reporting process by Risk Owner unless otherwise specified, or when affected by a "risk trigger". • Reported at Divisional Safety Committee.

Risk Rating	Risk Owner	Notification Requirement	Risk Response	Approval	Risk Treatment Requirements	Monitoring & Review
Very Low	Team Leader	• Notification to within established business-as-usual practices (e.g. team meetings, safety meetings, etc.).	• Nil	• Nil	• No further mitigating action is required as risk is tolerable. • Treatments should only be approved if there is a positive benefit vs. cost to implement.	• To be reviewed/updated quarterly in line with the Airbus Global Risk reporting process by Risk Owner unless otherwise specified, or when affected by a "risk trigger". • Reported at Divisional Safety Committee if open.

Table 6 Risk Control Effectiveness