

Flight Operations Safety Philosophy

This document outlines our philosophy on safety in Cathay Pacific Flight Operations. When it comes to safety, we've chosen to define it as the presence of something positive, rather than simply the absence of incidents and accidents. Our ultimate aims in managing safety are to optimise human wellbeing and improve system performance.

To be a safe operation means we have the resilience to adapt to the diverse and varying conditions we face every time we go flying. Our aim as managers is to ensure we provide you with the tools you need to perform resiliently when you fly, so that the risks to our operation are maintained at a level that is as low as reasonably practicable.

Safety is just one of many competing goals that we must all juggle every day; as line pilots, managers and leaders. The reality of our business is that while goals like efficiency, productivity, revenue generation, and ultimately profitability are key to our business, safety objectives remain paramount. However, a focus on safety doesn't automatically mean increased costs. In fact, the right investments in safety will make us more efficient, productive and profitable.

We believe that safety isn't part of a hierarchy, it's simply at the core of how we operate. Being safe is about successfully managing the trade-offs between safety and those other competing goals; an indicator of our organisation's safety culture.

We have a strong culture towards safety, but there's always room to improve. Within the AOC, the Flight Operations management team are accountable and responsible for flight safety performance, however our duty is not simply bureaucratic or driven by regulation. Ensuring we have the capacity to operate safely is an ethical responsibility for us, and should be for all Cathay Pacific pilots. We commit to driving this strong culture of safety and trust even further.

We believe that everybody comes to work to do a good job, so when things do go wrong it is often a symptom of a problem within our systems. Investigating and addressing these problems can open windows on

difficulties all pilots may be facing and are not simply caused by 'human error'. When viewing a problem we ask not 'who' is responsible, but rather 'what' is responsible. 'Human error' is systemically connected to the features of people's tools, tasks and operating environment. We ask why it made sense for someone to do what they did at the time, knowing that it may or may not make sense to others.

Day in, day out, you use your skills, knowledge and talents to adapt to the varying conditions you face, ensuring that our operations stay safe. To learn from you, our field experts, we need to understand and be curious about the 'what' and the 'why', without judgement.

It is our commitment that nobody will ever face punitive action for any unpremeditated or inadvertent error or mistake made in our aircraft. When, inevitably, errors do occur in our systems, we will seek solely to learn, so that similar events can be prevented in future. Whilst cases of negligence and recklessness are extremely rare, they will never be tolerated. These are the foundations of our *just* culture.

In order for safety to be effectively managed, we commit to providing you with the necessary systems, processes, tools, training and resources to enable you to be successful in your work. If you're unable to ensure an acceptable level of safety due to a lack of resources or managing conflicting goals, we encourage you to speak up. Report events, hazards and concerns to your Fleet managers and our GSORM Safety team. We empower you to stop any operation due to a safety concern.

As Cathay Pacific pilots we are responsible for maintaining our own operational readiness at a standard sufficient to deliver a good performance. We must take personal accountability for our own learning and professional development, and ensure that safety thinking is embedded in our work.

Safety has always been and will continue to be a core element of our brand, something embedded in our DNA.