



ICAO

*International Civil Aviation Organization*The Seventh Meeting of the Asia/Pacific
Aerodrome Assistance Working Group (AP-AA/WG/7)*Bangkok, Thailand, 27 to 30 May 2025***Agenda Item 3: Aerodrome Certification and Safety Management System****OVERVIEW OF SAFETY ISSUES AND NEED FOR SAFETY PROMOTION**

(Presented by India)

SUMMARY

This paper presents an overview of GHIAL's safety management system and additional efforts taken to enhance safety at the aerodrome, especially during the execution of a large construction project recently completed to expand the capacity from 15 mppa to 45 mppa. The initiative focuses on promoting safety culture across all areas of the airport, including the airside, terminal, and landside. GHIAL's structured approach, involving senior leadership engagement, safety training, safety interactions, incident management, standardization of high-risk activities, establishment of rules and procedures, competency development and contractor safety has led to a significant reduction in incidents and improved compliance with safety protocols. The outcomes of these initiatives provide a scalable model that can be applied to other airports globally.

1. INTRODUCTION

1.1 GMR Hyderabad International Airport Ltd (GHIAL) is committed to maintaining a safe operational environment amidst the rapid expansion of the airport. With a growing workforce and a wide variety of stakeholders, the emphasis on safety promotion has become more critical.

1.2 In order to enhance the overall capacity of the airport from 12-15 million passengers per annum (mppa) to 40-45 mppa, a major expansion project was undertaken at Shamshabad airport. The expansion project introduced new challenges in safety awareness and practices, particularly among outsourced contractors and third-party personnel.

2. DISCUSSION

2.1 Although a robust Safety Management System in line with regulatory requirement and ICAO Annex 19 is approved and in place at GHIAL, however, to ensure the safety compliances for major expansion project and to enhance the effectiveness of SMS, a comprehensive safety evaluation was conducted in the year 2022 to identify the gaps especially new requirements due to major construction activity. During the evaluation process, past investigation reports and deliberations with stakeholders revealed the need for promotion for reporting safety hazards. It also brought out that many minor injuries were not noticed due to widespread areas, preventing crucial analysis and proposing any remedial action apart from other general observations.

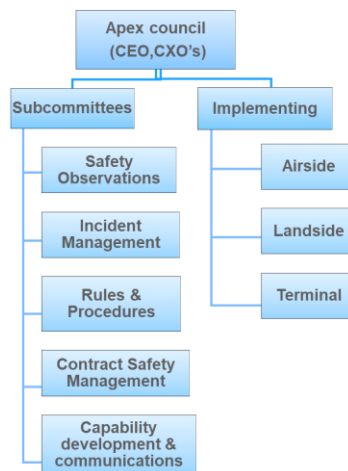
2.2 A detailed road plan was prepared to address the gaps found in safety evaluation. The action plan involved senior leadership commitment by creating APEX committee, formation of safety sub-committees and Area Implementation Teams (AITs), covering Airside, Landside, and Terminal areas. These teams worked in close coordination with the APEX Committee, focusing on implementing corrective actions and ensuring desired safety outcomes.

2.3 A focused safety promotion initiative was launched to address the gaps, to enhance safety culture and to align with ICAO's SMS pillars to mitigate risk and support the airport's expansion plans. The following steps were taken.

Paradigm Shift towards Safety

2.4 As a paradigm shift, a major goal of cultural shift into the GHIAL safety eco-system was also undertaken. The foundation of these initiatives was to bring in the new governance structure comprising of GHIAL leadership, senior and middle managers for continuously engaging, reviewing and implementing corrective actions along with Safety Team. An integrated safety organization structure, comprising the following governance teams, was established:

- Apex Committee (1 unit)
- Safety Sub-Committees (5 units)
- Area Implementation Teams (AIT) (3 units) (Landside, Airside and Terminal)



Summary of RGIA Safety Governance Structure

2.5 The 14-member APEX Committee, chaired by the CEO of GHIAL and includes the Dy. CEO, COO, and a few other GHIAL steering committee members, is the primary decision-making body for safety governance. It reviews and monitors safety standards, supported by subcommittees and AIT members who implement these standards. Each level, including the APEX, subcommittees, and AITs, comprises a Chairman, Convenor, and representatives from various functions, working collaboratively to strengthen GHIAL's safety culture.

2.6 The APEX Committee is supported by five subcommittees:

1. **Safety Interaction (SI):** - Ensures leadership and middle managers conduct fortnightly safety observations. Insights from these observations are analyzed and shared with AITs for corrective action.
2. **Incident Management (IM):** - Implements structured processes for incident reporting, investigation, root cause analysis, and corrective action to prevent recurrence.
3. **Rules & Procedures (RnP):** Develops, implements, and updates comprehensive safety standards and auditing practices to ensure compliance across all airport areas.
4. **Contractor Safety Management (CSM):** Focuses on creating a safe working environment for contractors by ensuring compliance with safety standards and promoting consistent safety practices.
5. **Capability Development & Communication (CD&C):** Enhances safety through structured training programs, effective communication, and sharing best practices to foster a safety-conscious workplace.

2.7 **Implementation.** To implement the safety processes, Area Implementation Teams (AITs) have been formulated in Airside, Terminal, and Landside areas. These teams with dedicated safety experts regularly engage with APEX and subcommittees to finalize and execute robust safety practices. Together, these committees and teams aim to advance RGIA's vision of achieving world-class safety performance. Chief Operating Officer plays the role of Director Implementation.

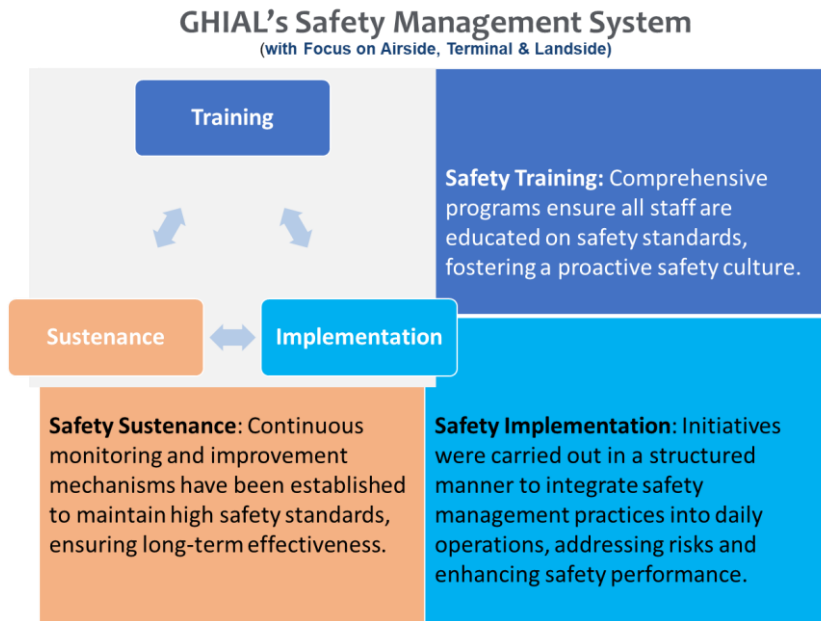
Indicators of Good Safety Culture in Aerodrome Operations

2.8 To assess the effectiveness of the new safety approach, indicators were finalized Key indicators included:

- Safety audits and assessments reports.
- Reporting of hazards and incidents.
- Safety training and continuity.
- Active employee involvement in safety-related decision-making processes.
- Recognition and reward systems for safe practices.
- Clear safety goals and objectives communicated throughout the organization.

Safety Management System (SMS) Framework Alignment

2.8.1 The new initiatives have been implemented by GHIAL in a phased manner encompassing Safety Training, Implementation, and Sustenance. Implementation of all initiatives was carried out to ensure alignment with Safety Management System.



2.9 **Engagement with stakeholders** – Apart from engagement with internal stakeholders, GHIAL also has regular meeting with Apron Safety group and Runway Safety Team, and we also conduct a Safety Council where in stakeholders come forward with the initiatives taken by them to showcase to the airport community. There is also reward and recognition program for similar initiatives.

2.10 **Innovativeness and Effectiveness of Safety Promotion Activities:** To address the safety issues at the HYD Airport, GHIAL has created a social media group comprising of members from all the stakeholders for immediate reporting & addressing the safety hazards. This group is very active and effective in reporting hazards and addressing them quickly. Further, GHIAL has introduced QR code based voluntary hazard reporting (Aero Shield) for easy access through mobile and reporting the hazards. GHIAL is also using specialized App for reporting, hierarchal follow up and addressing the hazards.



2.11 Conclusion

2.11.1 GHIAL's safety promotion initiatives have yielded measurable improvements across key safety metrics, including a reduction in incidents, enhanced compliance with safety protocols, and a significant uplift in safety perception.

2.11.2 Notable achievements include increased PPE usage, stronger adherence to Standard Operating Procedures (SOPs), and structured ways of capturing safety incidents. These outcomes reflect the effectiveness of a comprehensive strategy combining proactive safety management, targeted training programs, and continuous stakeholder engagement.

2.11.3 Feedback from contractors and internal teams underscores the growing safety awareness and alignment with the airport's commitment to a zero-harm vision. By embedding a culture of safety excellence, driven by leadership and innovation, the airport has established a robust framework that not only meets ICAO's safety management standards but also goes beyond minimum requirements which provides a scalable model for fostering a safer operational environment across global aerodromes.

3. ACTION BY THE MEETING

3.1 The meeting is invited to:

- a) note the information contained in this paper; and
- b) discuss any relevant matters as appropriate.

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