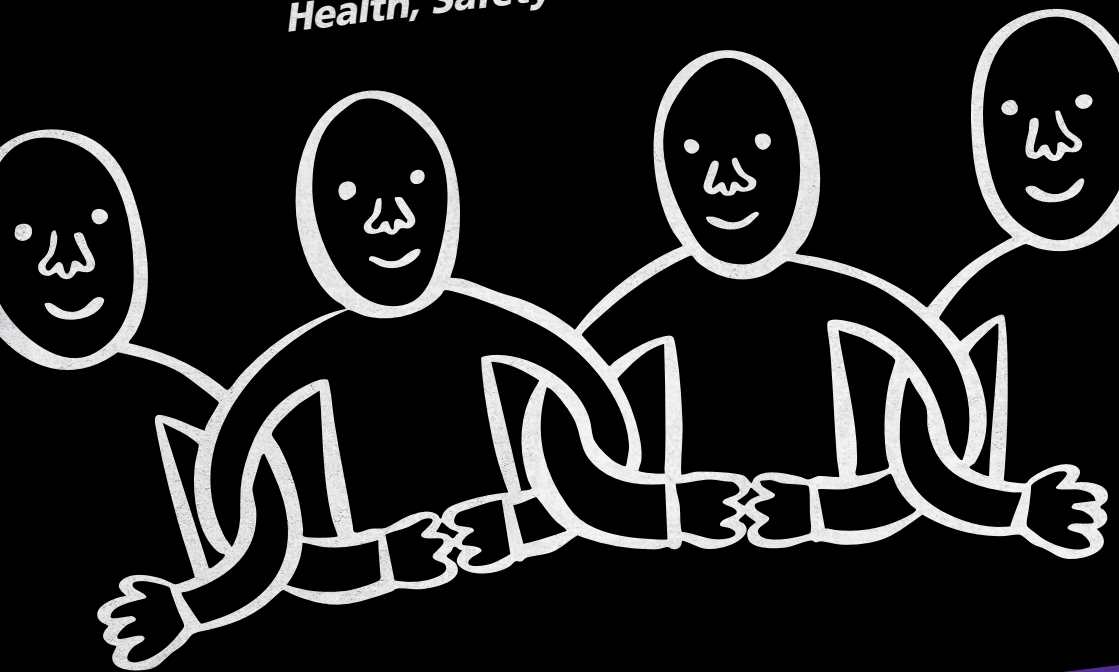


THE SAFETY STACK

*A collaborative approach to
Health, Safety and Wellbeing*



**EVERYONE HOME
SAFE AND WELL**

Team
Heathrow

WHAT WE DO AROUND HERE EVERY DAY IS ON A SCALE SECOND TO NONE

The world's busiest international airport and Britain's front door. Every day at Heathrow 90,000 of us come together to make every journey better for over 230,000 passengers on flights arriving or departing every 55 seconds.

Around the clock, we stage an epic production, coordinating a vast array of moving parts and people without compromising either safety or performance.

Over 400 organisations work at Heathrow.

Each organisation, and each individual comes with their own valuable perspective, knowledge and expertise, and each plays an important role in ensuring we all go home safe and well every day.

Safety means more than providing a safe environment. It means each of us knowing our responsibilities and doing our bit.

Our focus on health, safety and wellbeing is not just the right thing to do, it is the foundation of an efficient operation, a secure airport and a sustainable business.



**SO, HOW DO
WE IMPROVE
THE WAY WE
WORK EVERY
DAY TO KEEP
PEOPLE SAFE?**

**By working in
partnership with
the people doing
the job to identify
what they need...**

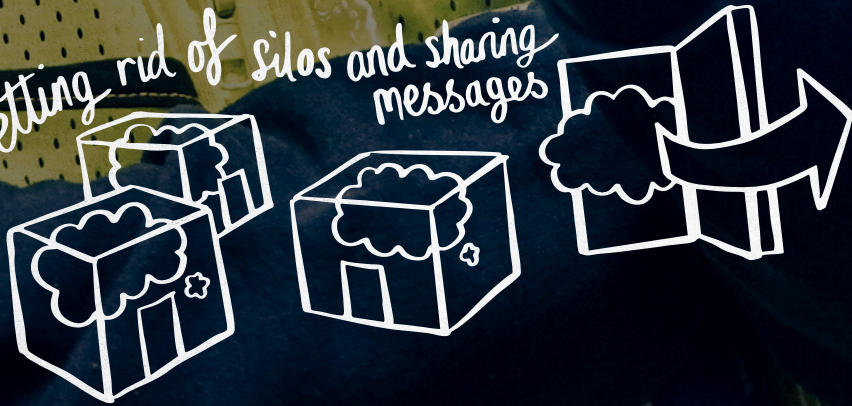




ENGAGING PEOPLE ON SAFETY HAS ALWAYS BEEN OUR APPROACH

**The Safety Stack
allows us to take
that to the next level.**

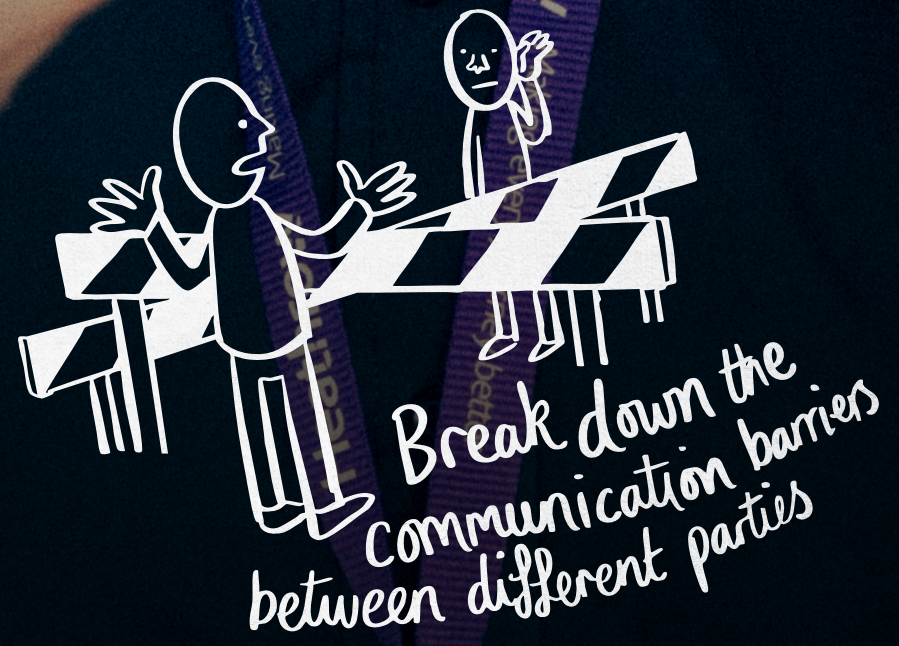
*Getting rid of silos and sharing
messages*



We're adopting The Safety Stack ways of working philosophy because it aligns with our values, that we know you share.

You have told us, through governance forums, through supplier/contract, day-to-day interactions and more formal forums like the Below Wing Airport Users Committee, the Trade Union Joint Safety Forum and through supplier/contract meetings that you would like to see change. That together we need to improve the way we communicate and collaborate.

This is where The Stack comes in. The Safety Stack is specifically designed to facilitate such collaboration within the airport community, breaking down barriers between teams and organisations to help improve how we all work together every single day, ensuring everyone goes home safe and well.





So, what exactly is 'The Safety Stack'?

Essentially, it's a group of organisations invested in a collaborative approach to airport safety, in which HAL facilitates learning and working together, as one community, to deliver safety excellence across the airport.

It's not something that is mandated or bound by rules and regulations. It's based on what you told us you needed to make things better. A common-sense approach to working together to look at issues and coming up with the best solutions for everyone. Together. No more of us and them, no more silos.

HAL is just one of the organisations at Heathrow. Doing anything successfully at the airport, especially something as important as getting everyone home safe and well will require us to gather the unique perspectives, knowledge and experience from absolutely everyone involved. The Stack enables that, creating a space where all perspectives are valued and considered in everything we do.

Keeping our promise

**BASED ON THE
SAFETY TRAITS
OF OWNERSHIP,
CARE AND
COMMUNITY,
THE IDEA OF
THE SAFETY
STACK IS TO
LEARN, WORK
AND IMPROVE
TOGETHER**

**The Safety Stack aims
to improve safety and
streamline operations
at Heathrow, to deliver
a safer and more
efficient environment
for everyone.**

Safety traits:

OWNERSHIP

Individual and organisational responsibilities

CARE

Taking care of ourselves and each other

COMMUNITY

Working together to make things better

What does it look like?

A Stack meeting looks like any other, it usually lasts a day and happens quarterly. These meetings are hosted by Heathrow, who help bring everyone together, the rest is up to you.

Everyone from across the airport are welcome, from airlines, business and cargo partners to air traffic services, representatives from each of the ground handling services and other support services. Basically, anyone working at Heathrow that wants to be there can be.



How does it work?

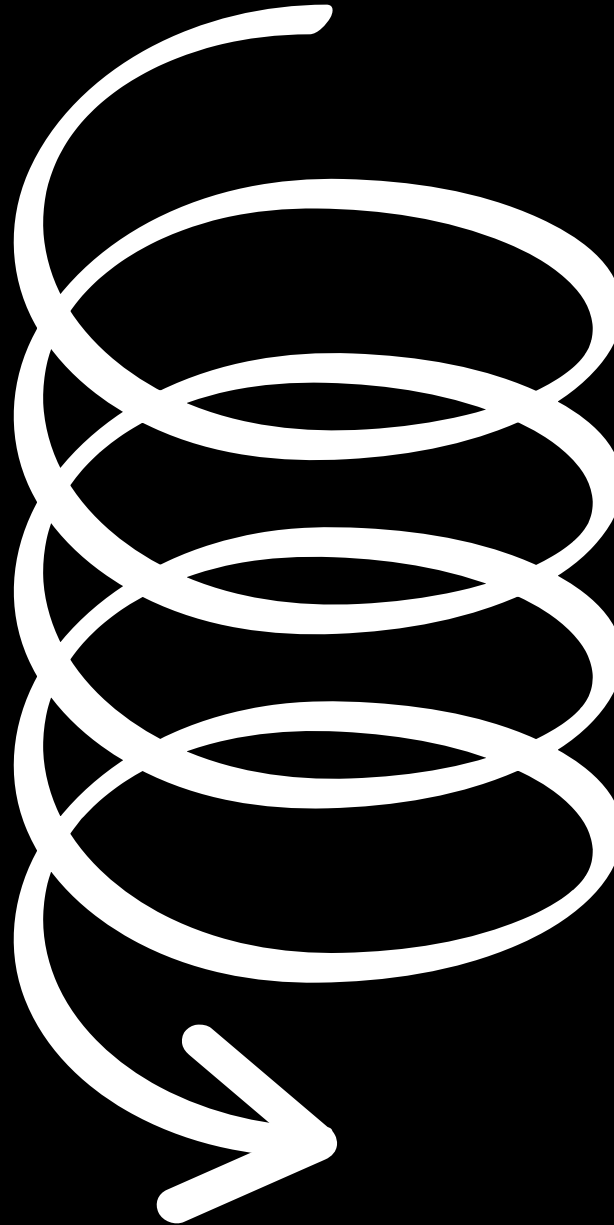
What makes The Safety Stack meetings different is in part to do with how the group is formed, along with its agenda, and how the various action lines are tackled;

- 1** We recognise and understand opportunities for improvement as a community
- 2** We learn as much as possible about the challenge or opportunity internally (HAL)
- 3** We engage the airport community, gathering as much knowledge, experience, and perspective as possible, to ensure a complete understanding of any challenges or opportunities
- 4** We engage the airport community to consider potential solutions and agree a way forward together before taking action

THE STACK SYSTEM

It's a unique way of thinking about safety management and engagement in a series of layers and levels.

Each level compliments the next and ultimately we land new or changed concepts together, just like we guide and communicate with our aircraft for a safe and smooth arrival.



LEVEL 1

Quarterly Stack Meetings

Community Safety Leaders come together on a quarterly basis to share perspectives, plan Stack activities, share and celebrate progress, and make decisions

LEVEL 2

Stack Workstreams

Community Safety Leaders work together, between quarterly meetings, to solve specific problems and to support ongoing Stack workstreams (Standards, Policies, Improvements, Equipment, etc)

LEVEL 3

Stack Daily Communication

Community Safety Leaders' day-to-day ways of connecting and working together, including daily comms channels and points of engagement

LEVEL 4

The Safe Habits

Community Safety Leaders' daily points of focus, including "Notice and care", "Share what we know" and "Make things better"

LEVEL 5

The Safety Leadership Competencies

The areas of prerequisite knowledge and skills that underly Safe Habits, including "understanding ourselves", "mindfully choosing behaviour", "sharing perspectives", "understanding others", "fixing systems" and "improving together"

SO THAT'S THE PREMISE OF THE STACK

In a nutshell, it's a place where all members of the airport community get together, share perspectives and come up with solutions that work best for everyone.



**Let's take a look
at how this new
approach is taking
shape at Heathrow...**

OUR FIRST SAFETY STACK

We've made a start working in this way over the past few months, looking at insecure or dropped loads. One of the most frequently occurring airside incidents.

Particularly Unit Load Devices (ULDs) in our baggage halls and on our airside roads and stands.

So far, we've conducted an internal behavioural systems analysis of dropped loads and have initiated community engagement sessions looking at the multiple factors that cause them.

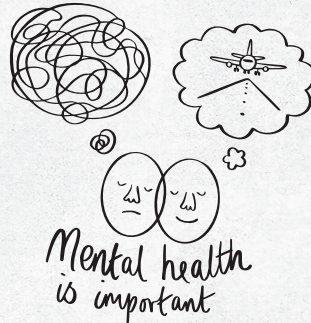
Early engagement with BA and Menzies has been enormously helpful, and we look forward to engaging with other members of the airport community to learn from them as well before setting out a plan to tackle the issue together.



At Safety Week, we also asked what mattered to you when it comes to taking care at Heathrow, here's a snap shot of what you told us...

Be aware of your surroundings

things can change really quickly



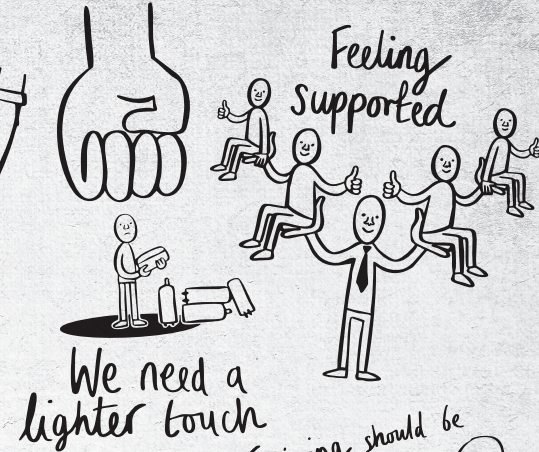
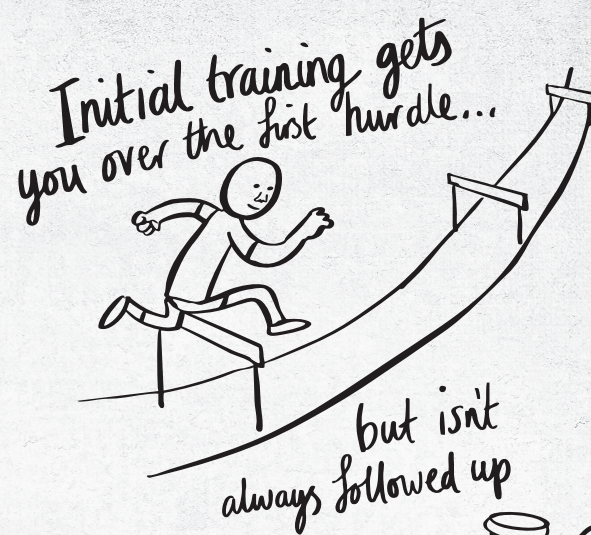
Is everyone approachable?

We need to nurture people when they are starting

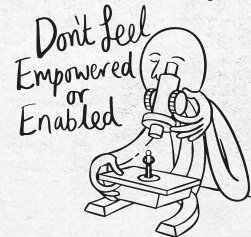
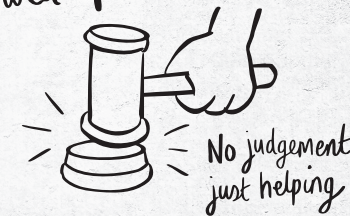
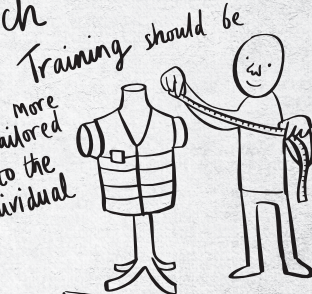


It's the little things

for people to talk openly



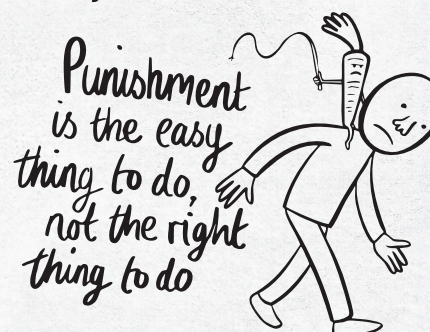
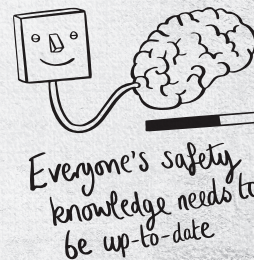
We need a lighter touch



We shouldn't let time pressures



Make training more engaging



Never stop being vigilant



All of your insights will help direct The Safety Stack and help us identify where we need to improve as a community.



WHAT'S NEXT FOR THE STACK?

As well as dropped loads, The Safety Stack has identified a number of other key priorities which we'll be tackling together over the coming months...



THE AIRSIDE PENALTY POINTS SCHEME

We've started engagement sessions and we're understanding the impact and outcomes, how penalties do or don't improve human behaviour and discussing what might be the most effective system going forward.

INCIDENT INVESTIGATIONS

Bad things happen. We all spend a lot of time investigating, but do we really all learn? This Stack will look at how we investigate incidents and learn from them together, reviewing the whole system and current approach.

SAFETY AND PERFORMANCE

This Stack will review how performance is measured and managed, how scorecards are developed and how we commit to improve together in a data led way.

REPORTING Sometimes it can feel like we have data coming out of our ears. Except for that really interesting bit you need right now. Together we'll review our data and reporting, what's important and what's not. What will help us improve and make informed decisions on information we can trust.

WORKING AT HEIGHT

Looking carefully at ways of operating and training people who's jobs involve working at height, what new technology or systems are available and making the aircraft turnaround in particular even safer tomorrow than it is today.

AIRSIDE EQUIPMENT

We'll be engaging with the airport community to develop and set better standards across Heathrow that focus on the safety of people, not just the airframes or infrastructure, so our fleets of the future prevent harm.

HOW YOU CAN GET INVOLVED

**Talk to each other
and to us.**

**Come along to The
Safety Stack Quarterly.**

**Volunteer yourself
to get involved in
a subject area you're
passionate about.**

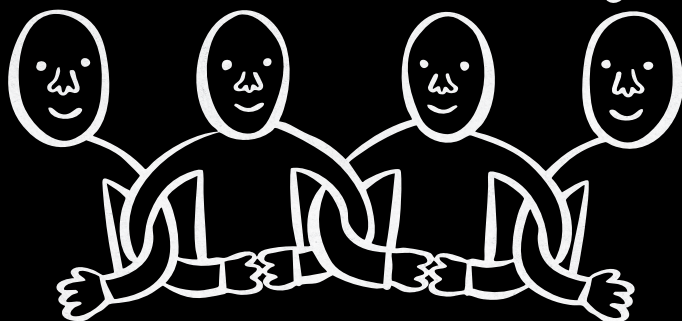
Check out our website
heathrow.com/airside

Send us an email
airside_safety@heathrow.com



THE SAFETY STACK

Safer and Stronger



TOGETHER