SANS

خدمات الملاحة الجوية السعودية
Saudi Air Navigation Services

Annual Report
1441 | 1442H
2020

VISION رؤيــــة
2030
المملكة العربية السعودية
KINGDOM OF SAUDI ARABIA

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SANS

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Saudi Air Navigation Services

Annual Report 2020
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بسم الله الرحمن الرحيم

Custodian of the Two Holy Mosques

King Salman bin Abdulaziz Al Saud

Prime Minister

His Royal Highness Prince

Mohammed bin Salman bin Abdulaziz Al Saud

Crown Prince, Deputy Prime Minister and Minister of Defense

Managing Skies

Securing Lives
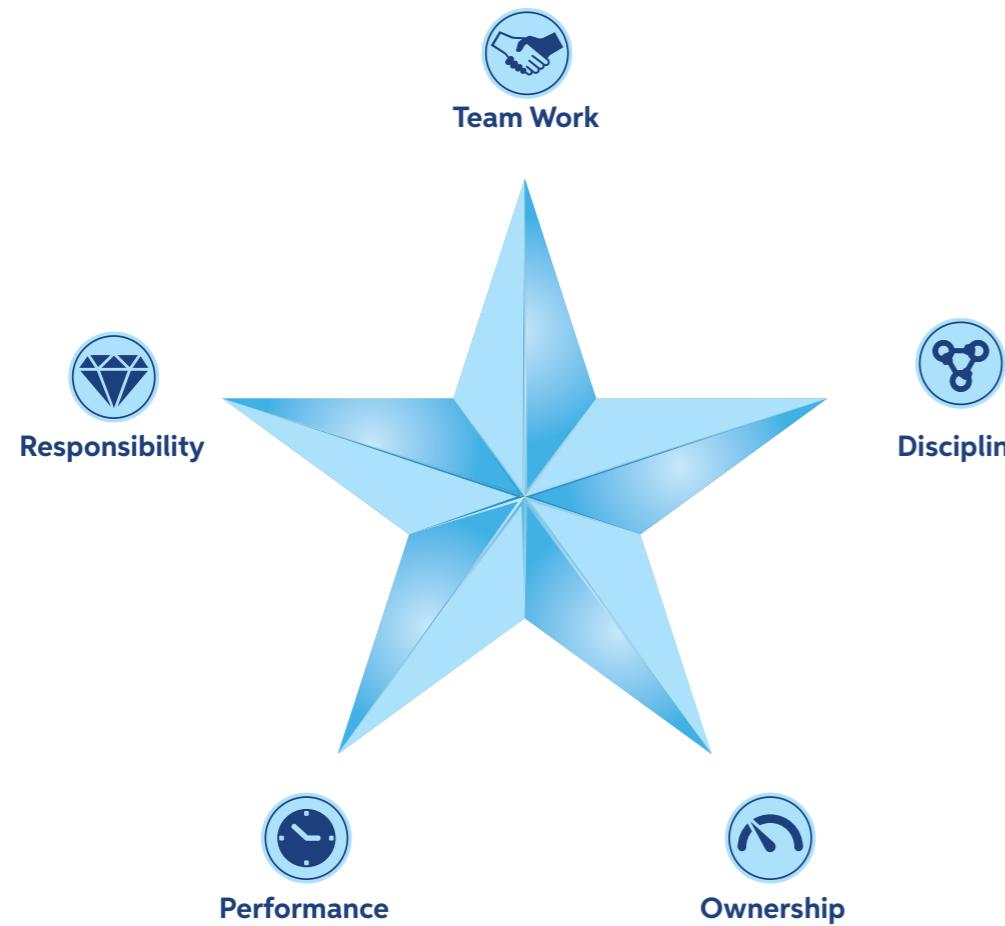
Vision

▶ ─────────────

To become a regional ANSP leader by providing world-class services.

Mission

▶
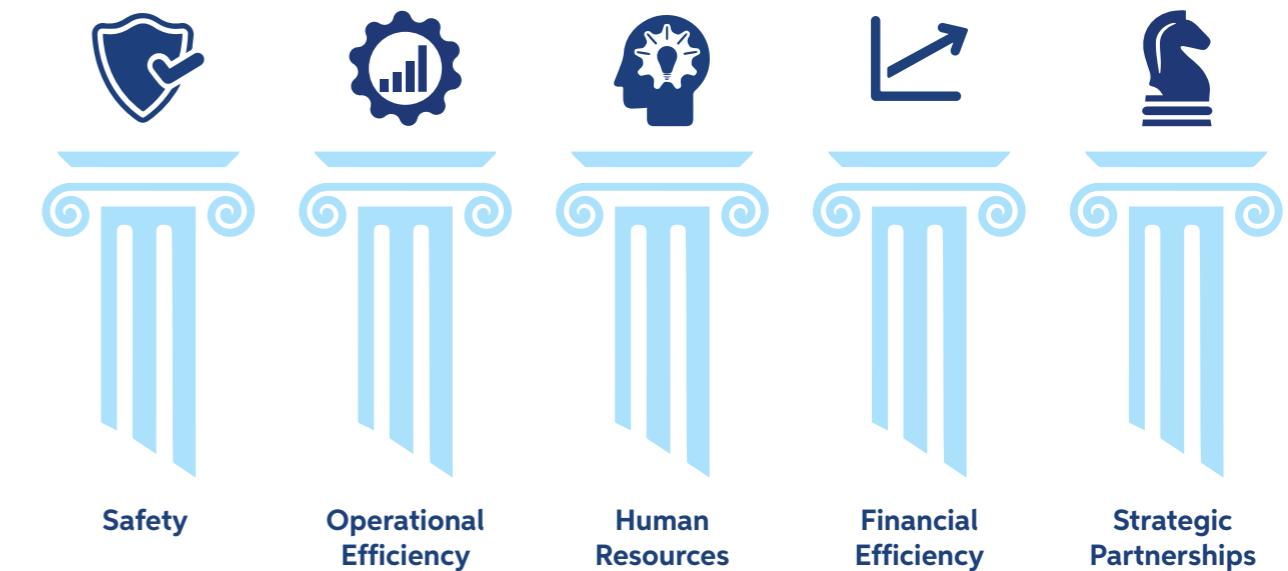
To provide safe, reliable, and cost-efficient services through investing in people, technology, and strategic partnerships.

Values

Team Work

Responsibility

Discipline

Performance

Ownership

Strategic Pillars

Safety

Operational Efficiency

Human Resources

Financial Efficiency

Strategic Partnerships

SANS in Numbers - 2020

Employees 1713

Managed Approach Centers 9

Customers

km² of Saudi Airspace 2,135,240

ATCOs 630

Control Towers 17

Area Control Centers 15

Implemented Strategic Initiatives 20

Locations Provided with Maintenance 56
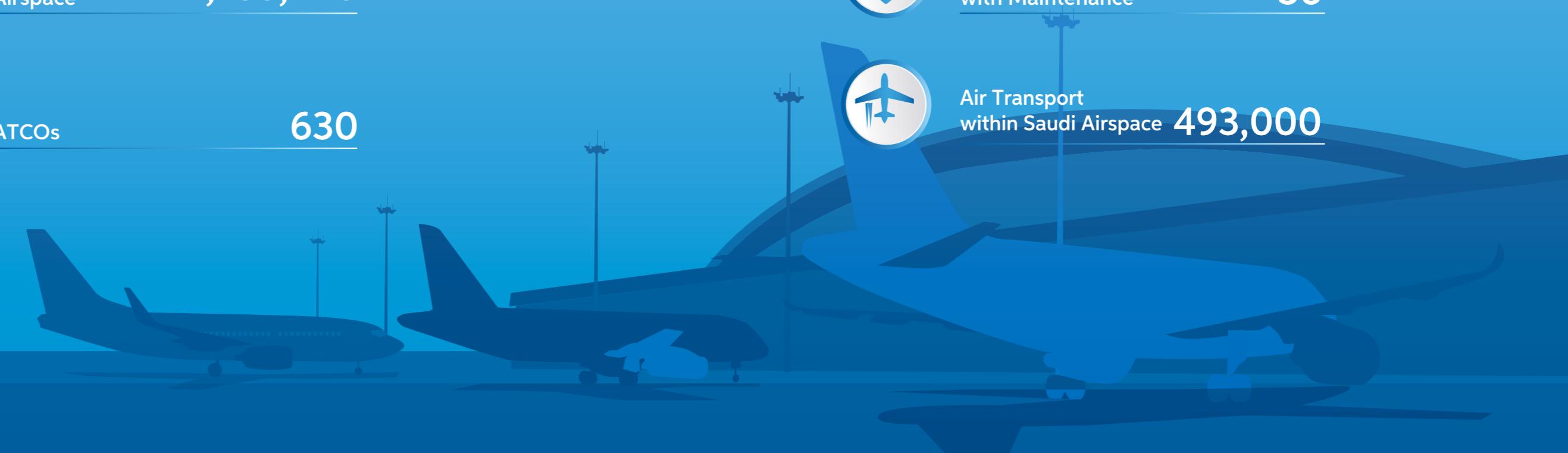
Air Transport within Saudi Airspace 493,000

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SANS

خدمات الملاحة الجوية السعودية
Saudi Air Navigation Services

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Saudi Air Navigation Services Company Leadership

Chairman's
Message

H.E. Abdulhadi bin Ahmed Al-Mansori

On behalf of the Board of Directors, I am pleased to extend my thanks and appreciation to the Custodian of the Two Holy Mosques, King Salman bin Abdulaziz, and to the Crown Prince, His Royal Highness, Prince Muhammad bin Salman bin Abdulaziz for their unlimited support towards the civil aviation industry, which was translated by approving the strategy of the civil aviation sector that aims to develop the air transport industry in the Kingdom of Saudi Arabia.

I would also like to thank His Excellency the Minister of Transport, Chairman of the Board of Directors of the General Authority for Civil Aviation, Eng. Saleh bin Nasser Al-Jasser, for extended support and his keenness to advance the growth and development of the civil aviation sector in order to fulfill the aspirations of the esteemed leadership, and to elevate this sector to the highest position.

I must emphasize that the strategy of the civil aviation sector in the Kingdom will contribute to supporting the air transport industry locally, regionally and internationally, stimulating the national economy, as well as diversifying sources of income, providing job opportunities, and advancing economic growth to achieve the goals of the Kingdom's Vision 2030.

The exceptional and foreseen circumstances faced by everyone due to the Covid-19 pandemic during the course of last year (2020) impacted all sectors without exception, yet despite the situation we were still able to achieve numerous accomplishments and have not stopped providing efficient
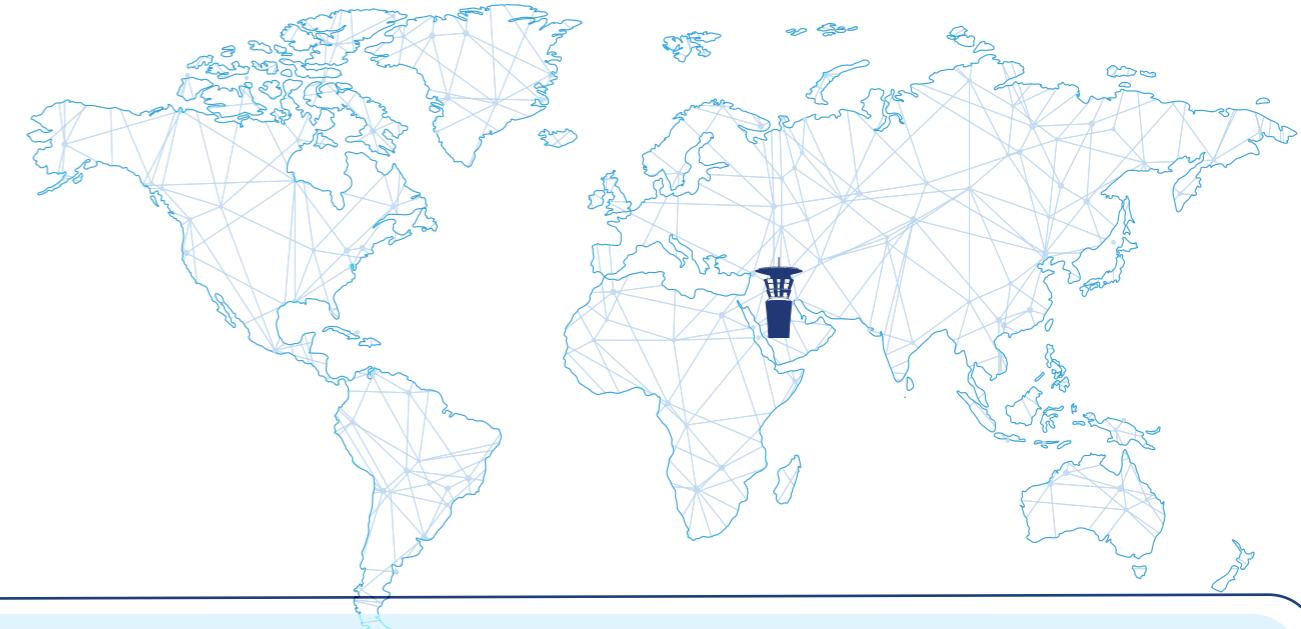
air navigation services throughout the entire period in order to continue managing the airspace at the highest levels of safety so as to accommodate ongoing flights such as those returning from abroad from abroad in addition to transit flights and medical evacuations.

SANS has also been able to complete the largest project which was updating air navigation systems in the Kingdom using only in-house resources and employees without any external resources - this is a first of it's kind achievement in the world. In addition to renewing the licenses of air traffic controllers to continue their work in accordance with rules and regulations; a

confirmation that SANS is more than capable of excelling during strenuous situations.

Certainly, we will move forward to become the best providers of air navigation services in the world, completing its role in promoting the air transport industry in the Kingdom.

Renewal of licenses for air traffic controllers to continue their work in accordance with the rules and regulations.

Completion of the largest project to update air traffic systems in the Kingdom, and operate it completely in-house.
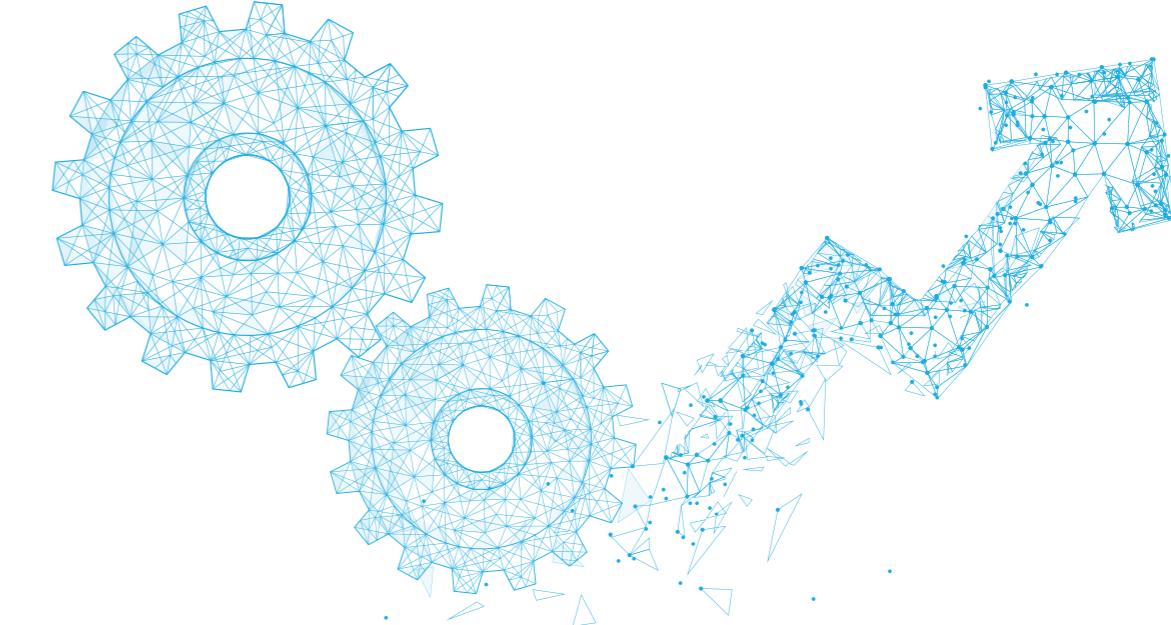
CEO's

Message

Eng. Ryyan bin Waddah Tarabzoni

SANS has worked diligently to develop its entire system for greater level of quality in performance and has already achieved many successes during the past year, confirming that it is highly efficient and responsible towards the air transport industry, whether at a local, regional or international level.

The year 2020 was an exceptional year during which all sectors, especially the civil aviation sector, were affected by Covid-19 pandemic, and SANS faced great challenges that had to be overcome, especially as we work according to the cost recovery model. We began by ensuring that spending was commensurate with current / forecast financial resources, and in parallel the Covid Committee was implemented and consisted of several levels, each with specific responsibilities to deal with the circumstances and events efficiently around the clock. We have maintained the safety of Saudi airspace and the continuation of air traffic without interruption, ensuring the safety of employees, updating human resources policies and information technology systems in line with the current situation, as well as taking advantage of the low air traffic to conduct maintenance operations for our various sites around the Kingdom.

I would also to extend my sincere thanks and appreciation to our esteemed leadership for the unlimited support for all sectors and the great efforts that have been made to ensure the health and safety of citizens and residents alike in our beloved Kingdom.

Despite the exceptional circumstances that the world went through due to Covid-19 pandemic, we are proud with our achievements during the year 2020, the most important of which is the continuation of our work at the highest standards of operations, as well as our success in mitigating the situation and implementing all necessary precautionary measures regarding the pandemic and the ongoing operations of systems and maintenance.

We are also proud of the completion of two major projects during this period; updating the navigational systems across the Kingdom and the initial processing systems project for flight plans, which is the first in MENA and the second in the world.

At the advent of 2021, we made a pledge to continue the journey of success and to excel in all we undertake. Our aim is to achieve the highest standards of efficiency and safety, and to launch a number of projects in line with Vision 2030 and to support the future development of the Kingdom.

In conclusion, I would like to extend my thanks to my colleagues in SANS for their efforts in order to raise services to the highest level, so that air navigation is always at the forefront, and meets all requirements of the air transport industry stakeholders. Employees are the foundation of the company and the basis of our success due to their dedication, diligence, and commitment to delivering on their responsibilities, and it is due to their efforts that we continue to reach the highest levels of success. The road ahead is still long, but it is paved with accomplishments that we aim to achieve along the way.

Continuing to work with distinction under various circumstances while maintaining the operation of the systems, undergo to maintenance operations, and adhering to the precautionary measure.

Completion of two projects for updating navigational systems and a project that is the first of its kind in the Middle East and the second in the world for a preliminary processing system for flight plans.

The current Board of

Directors

Dr. Mansor bin Abdulaziz Al-Mansor
BOD Member

Chairman of the Board of Directors of
Riyadh Airports Company

Ali Bin Abdullah Al-Lafi
BOD Member

Undersecretary of the Ministry of Health
for Financial and Administrative Affairs

Bandar bin Abdulrahman Al-Mhanna
BOD Member

Member of the Board of Directors
CEO of FlyNas

Captain Abdulaziz bin Hamed Nagadi
BOD Member

Advisor to His Excellency the Chairman of
the General Authority of Civil Aviation

His Excellency

AbdulHadi bin Ahmad Al Mansori

Chairman of the Board of Directors
Chairman of the General Authority of Civil Aviation

Eng. Ryyan bin Waddah Tarabzoni
BOD Member (Executive Member)

CEO of SANS

Captain Talal Ayed Al-Marwani
BOD Member

VP of Saudi Airlines Aviation

Board of Directors Decisions in 2020

According to Royal Decree No. (M / 78) dated 11/20/1429H, approving the executive program for restructuring of investment units at the General Civil Aviation Authority (GACA) and transformation into companies, GACA was authorized to establish and fully own companies on its own. Pursuant to the decision of the Board of Directors of GACA No. (T/260), dated 28/5/1436H., the Saudi Navigation Services Company (SANS) was established with a board of directors and four committees to undertake various tasks and responsibilities including the following: Safety and Risks Committee, Nomination and Remuneration Committee, Audit and Risk Committee, and the Executive Committee.

SANS Board of Directors held four meetings in 2020, yielding the following major decisions:

- Approval of the company's financial statements for the fiscal year ending on 12/31/2019 audited by (Deloitte) office.
- Approval of the company's activity report and its financial position for the fiscal year of 2019.
- Approve divided distribution for the fiscal year ending on 12/31/2019.
- Approval of the business plan, and financial budget for 2021.

- The creation of diplomatic representation allowances.
- The award of a project to provide air navigation screening services.
- Approval of the authority matrix (version 03).
- Follow up on the reports of the company's operational and financial performance during the Covid-19 Pandemic.
- Approval for the executive management to prepare a full business development study.

4 Meetings

Executive Committee

Executive Committee is responsible for reviewing plans and studies relating to the allocation of targeted units in the aviation sector, the financial budget, the plans to restructuring activities, the periodic review of achievements and considering the Board of Directors directions regarding operational and strategic activities.

The Executive Committee held three meetings, yielding the following major decisions:

- Recommending submitting to the Council the request for approval of the draft work plan and the financial budget for the year 2020.
- Approval of increasing the amount of the contract for employee transport buses inside King Abdulaziz International Airport.
- Approval of a contract for a project to manufacture, supply and install two elevators in the air control tower at King Khalid International Airport.
- Approval of the request for notice of

change of the contract for the installation and maintenance project of the second server 600 OCC.
- Periodic follow-up and access to operational and financial reports during the Covid-19 Pandemic.
- Study of the company's business development.
- Follow up on periodic reports for the implementation of approved projects.
- The company's performance report.

3 Meetings

Nomination and Remuneration Committee

The Nomination and Remuneration Committee assume overall responsibility for evaluating and approving compensation plans for executive directors, policies, programs, compensation, bonuses, annual incentives and long-term incentives, as well as work agreements and conditions, any special or additional benefits, and any other bonuses, privileges or other payments, and recommends them to the Board of directors.

The Nomination and Remuneration Committee held four meetings, yielding the following major decisions:

- Emphasis on the executive management and concern for raising the efficiency of the staff.
- Approval of the creation of a program called "Training Contract".
- Recommendation to appoint Chief Executive Officer for Shared Services.
- Recommendation to appoint an Executive Director General of Air Traffic Control.
- Approval of seconding employees to external parties for a period of one year.

- The committee recommends raising to the Board of Directors to amend the housing conditions of employees on salaries less than the career ladder.
- Approval to create a new title of "Cybersecurity Directorate".
- Approval to stop disbursement of the "increased cost of living" allowance.
- Viewing the committee's quarterly report on processing the leave balance of employees who were removed from the authority within 3 years.

4 Meetings

Safety Committee

The committee is responsible for implementing the international safety program, following up the safety management manuals and developing their procedures, and reducing risks by conducting air safety studies.

The Safety Committee held three meetings during the first, second and third quarters, yielding the following major decisions:

- Approving the annual safety audit plan.
- Approval of the proposed safety KPIs for the 2020 reporting period.
- Approval of the safety program 2020 work plan.
- Approval of the risk management policy.
- Approval of updates to the safety management system and the integrity of the risk management system.
- Create response and analysis teams for MAGA (Miss approach go around) operations.

- Approval of the work scheduling of the safety work team.
- Contribution of experts and their support for Pandemic recovery and business continuity plan.
- Approval of submitting the Safety Strategy Building Elements program to the Civil Air Navigation Services Organization Global Safety Achievement Award (achieving the top six list).
- Approval of the improvement and development of the safety analysis dashboard.

3 Meetings

Audit and Risk Committee

The committee is responsible for monitoring the company's business and verifying the integrity of reports, financial statements, internal control systems, financial reports, internal control, internal audit, and account references, as well as ensuring compliance and risk management.

The Audit and Risk Committee held five meetings, yielding the following major decisions:

- Recommending submitting the company's financial statements for the fiscal year ending 12/31/2019 audited by the (Deloitte) office of the Board of Directors for approval.

- Recommendation to submit the company's auditor's report (Deloitte) for the fiscal year 2019 to the Board of Directors for approval.

- Recommendation not to distribute profits for the year 2019, and to Assign that to the Board of Directors.

- Recommending submitting the report of the company's activity and financial position for the fiscal year 2019 to the Board of Directors for approval.

- Approval of the organizational structure of the internal audit department.

- Follow up the monthly financial reports to ensure the soundness of the financial position.

- Recommendation regarding raising the company's capital.

- Approval of a document (Risk Appetite), which specifies the framework and degree of risk for the company.

- Appointing an external auditor to review and evaluate contract and procurement policies and identify risks.

- Spreading the internal audit culture for all employees.

- Contracting with an external audit office for a period of 3 years.

- Approving the amendment of payment and billing procedures.

- Approval of the credit policy.

- Approval of the internal audit department's plan for the next three years, 2020, 2021, and 2022.

5 Meetings

Internal Audit Committee

Internal Audit (IA) is an independent department that is functionally linked to the Audit and Risk Committee and administratively linked to the CEO and established to examine and evaluate the internal control activities of SANS. IA plays a vital role in helping the Company achieve its goals within a regulatory environment and protecting it from numerous risks, as its recommendations, assessments, and analysis help employees at all levels carry out their responsibilities effectively. The financial data it reports, and audits assists in the overall planning and decision-making processes. IA is also responsible for planning, designing, and implementing audit, fraud investigation, and internal control programs for SANS business, and its main and secondary management, to ensure its compliance with the Company's policies and its corporate governance procedures. IA submits and presents the internal audit plan to the Audit and Risk Committee and performs audit work to ensure the efficiency of financial, operational, and technical operations, as well as risk management, though a master plan that analyze, forecasts, overcomes, and minimizes negative impacts on the working environment.

- Protecting public funds and properties, reducing the occurrence of fraud and errors, and discovering them as soon as they occur.

- Ensure that the financial statements and accounting records are accurate and complete.

- Ensuring the effectiveness of administrative, financial, and operational processes leading to optimal utilization of available resources.

- Achieving adherence to the entity's binding regulations, policies, and plans, to achieve its objectives efficiently and in a regular manner.

- Safety and effectiveness of internal control systems.

The scope of work of the Internal Audit Department includes the following:

- Reviewing and periodically reviewing the activities of all departments operating in the company at appropriate intervals.

- Informing officials in the various departments that have been

examined of the results of the audit and examination processes, in order to ensure that the necessary measures are taken regarding the deficiencies that have been identified during the review process.

- Supervising the application of observations and recommendations contained in the audit report, and preparing periodic reports on updates to Audit and Risk Committee.

It is empowered to plan, design, implement, fraud investigation and internal control programs for the company's business and its main and secondary management, in order to ensure its commitment to the company's policies and governance procedures, and the management also raises and presents the internal audit plan to the Audit and Risk Committee, and it also carries out auditing work to ensure the effectiveness and efficiency Operational, financial and technical business.

The Institute of Internal Audit IIA standards and guidelines constitute the primary reference and regulatory framework for the providing of internal audit services.

Chapter **2**

The Establishment of SANS

In alignment with Vision 2030 and the Kingdom's emphasis to develop air navigation services and foster massive growth in the aviation sector by providing and developing air navigation services, SANS was established in accordance with GACA Decision No. (T/260), dated 28/5/1436H., and commenced operations on the 1st of July 2016, corresponding to 26th of Ramadan, 1437H.

SANS provides safe and highly efficient services that comply with international standards of air navigation services providers and implements new and proactive methodologies in the field of safety and security, provide services to customers in accordance with international standards, achieve financial and administrational independence of the Company, invests in national talent and enhances the capabilities of young Saudis, in perfect harmony with the Kingdom's ambitious future plans for growth and development.

The Company has also been involved in issuing an aviation guide in the Kingdom, designing approach and take-off procedures, search and rescue services, navigational flyers, navigation communication services, and coordination with internal entities, centers for providing air navigation services in neighboring countries, and meteorological services, in addition to equipping, operating, and maintaining air navigation systems and equipment.

Through the vision "Managing skies. Securing lives.", SANS is committed to enhancing the safety, capacity, efficiency of air navigation services through innovative technologies, advanced solutions, and pioneering experiences in the field, which enhances its role in planning the future of the aviation sector in the Kingdom in general.

The Company seeks to achieve the set strategic goals, implement new and proactive methodologies in the field of safety and security, and provide services to clients in line with the highest international standards.

Overview
of Saudi Air Traffic in 2020

Flight type

Domestic

2015	2016	2017	2018	2019	2020
210,033	222,444	242,087	257,086	258,354	148,321

Intl. Inbound

2015	2016	2017	2018	2019	2020
150,258	164,299	164,511	161,949	160,104	56,255

Intl. Outbound

2015	2016	2017	2018	2019	2020
149,438	163,574	164,183	161,960	159,615	56,166

Overflight

2015	2016	2017	2018	2019	2020
155,924	149,363	126,452	120,906	124,550	84,069

Grand total

2015	2016	2017	2018	2019	2020
665,653	699,680	697,233	701,901	702,623	344,811
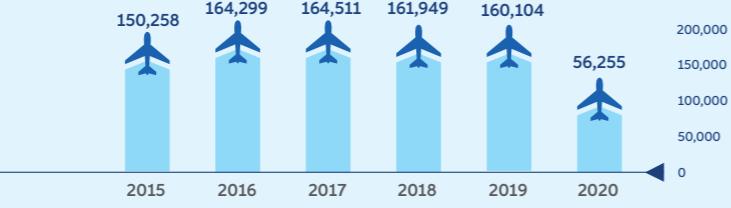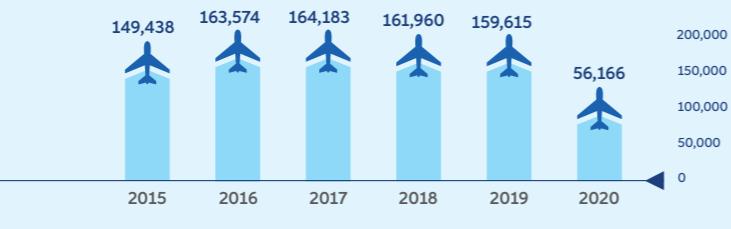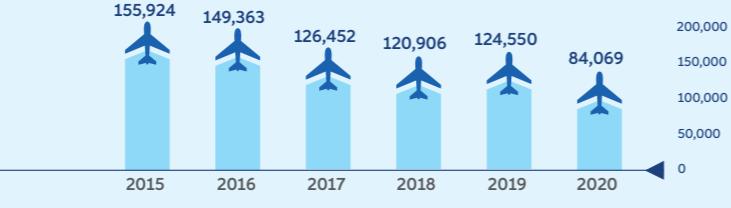
Top Customers
2020

Airlines	Share of Flights	
Saudi Arabian Airlines	35%	SAUDIA
National Air services (NAS)	12%	flynas
Flyadeal	8%	flyadeal
Emirates Airlines	6%	Emirates
Egypt Air	4%	EGYPTAIR
Ethiopian Airlines	3%	Ethiopian
Etihad Airways	3%	ETIHAD AIRWAYS
Air Arabia	3%	airarabia.com
Fly Dubai	2%	flydubai
Gulf Air	2%	Gulf Air
Royal Jordanian Airlines	2%	ROYAL JORDANIAN
Turkish Airlines	1%	TURKISH AIRLINES
Pakistan international Airlines	1%	PIA
Kuwait Airways	1%	KUWAIT
British Airways	1%	BRITISH AIRWAYS

Domestic Aviation   **Foreign Aviation**

44%   **56%**
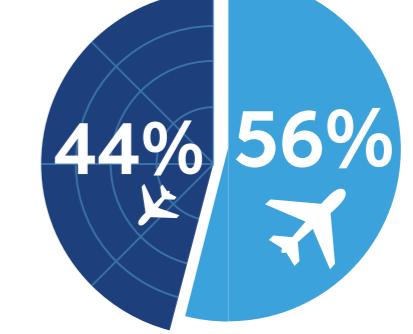
The air traffic of domestic airlines reached (56%) compared to (44%) for foreign companies, the following distribution:

Airspace Sector	Share of Air Traffic
Commercial Aviation	77%
Business Aviation	11%
Military and Government Aviation for Air Cargo	10%
Air Cargo	3%

Managing the Skies
with the latest technology

Thanks to the state-of-the-art, reliable and secure technologies and Air Traffic Management (ATM) solutions, SANS expertly controls Saudi Arabia's entire two million square kilometer airspace, and manage the flow of air traffic smoothly across the crowded skies of the Kingdom. The company has a package of the most advanced NavAids and ATM solutions in the world, including:

RADAR **Radar**

SANS covers the airports of the Kingdom with the most advanced navigation surveillance systems to enhance safe and fast air traffic control operations in an effective and smooth manner. A number of navigational surveillance systems are used, which includes Terminal Maneuvering Area Radar TMAR (which consists of Primary Surveillance Radar, and PSR, in conjunction with the Secondary Surveillance Radar, SSR). In addition to the radar system of air traffic control, En Route Radar covers large areas of airspace ranging from 250 nautical miles (463 km) in radius up to 100,000 feet.

ILS **Instrument Landing System (ILS)**

Instrument landing systems (ILS) are located on the runways and contain specialized equipment that provides the centerline directional guidance on the landing runway, and glide path equipment that provides the optimal approach angle by means of vertical planes from the touchdown point.

VOR **Very High Frequency Omnidirectional Radio Range (VOR)**

The VOR is a navigation system that is used to direct the movement of the aircraft from one point to another through the ground stations. VOR works as a transmitter, and the transmission range is approximately 200 nautical miles.

DVOR **Doppler Very High Frequency Omnidirectional Radio Range (DVOR)**

DVOR is the second generation of the VOR and provides improved signal quality and accuracy recommended for sites with numerous obstacles.

DME **Distance Measuring Equipment (DME)**

DME provides the aircraft with a measurement of distance from one point to another. It works as a transponder (sending and receiving pulses) and combines with the VOR, OVOR, and ILS.

GPMS **GNSS Performance Monitoring System (GPMS)**

GPMS monitors the operational status to air traffic controllers al the two regional monitoring centers (Jeddah & Riyadh) to alert them during periods of coverage unavailability.
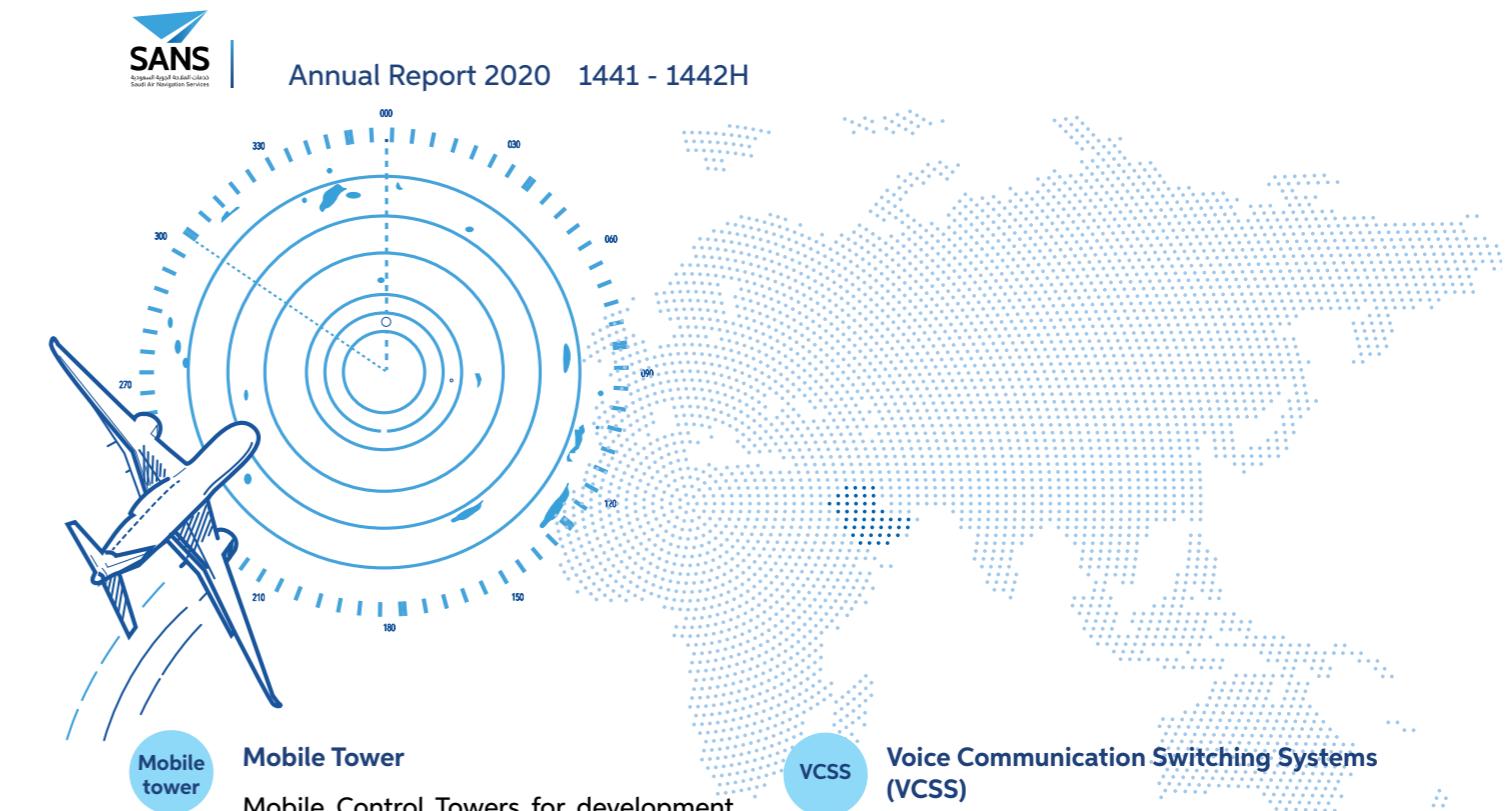
RCAG **Remote Control Air-to-Ground (RCAG)**

22 RCAG stations are distributed in a strategically selected location in order to secure contact with aircrafts flying within Saudi airspace.

VSAT **Very Small Aperture Terminal (VSAT)**

An excellent system that connects remote radio stations and remote radars located within uninhabited areas.

Mobile tower **Mobile Tower**

Mobile Control Towers for development Purposes and emergencies.

ADS-B **Automatic Dependent Surveillance - Broadcast (ADS-B)**

A system that receives air traffic data within Saudi airspace through terrestrial devices that operate in a manner similar to radar functions. It is then distributed to air traffic control systems for air traffic control.

IFPS **Integrated Initial Flight Plan Processing System (IFPS)**

A centralized system for processing and distributing flight plans.

Nafisat **Nafisat**

Connecting the satellite communication stations to the African Satellite Network to provide hotlines, and exchange flight plans with a number of neighboring countries.

VCSS **Voice Communication Switching Systems (VCSS)**

Replacement of communication systems for both King Abdulaziz Airport and King Khalid Airports, in addition to the replacement of radio devices in all remote communication stations - surface-to-air.

MEOSAR **Medium-Altitude Earth Orbit Search and Rescue (MEOSAR)**

System contributing to the search for aircraft or people in distress, to provide them assistance using satellites.

A-SMGCS **(A-SMGCS) Surface Movement Guidance & Control System**

Surface movement control System is used to detect aircraft and vehicles within an airport, it's used by air traffic controllers to supplement visual observations. It can also be used at night and during low visibility to monitor the movement of aircraft and vehicles.

Features of the Infrastructure of Air Navigation Systems

SANS owns more than 1221 advanced NavAids and radar equipment devices. It uses the latest technology to provide distinguished and comprehensive maintenance services in 56 locations across the Kingdom that are managed by highly skilled technicians who adhere to the highest quality standards and safety requirements.

1,221
Advanced NavAids

Geographical Presence

7
Madina Sector

8
Northern Province Sector

10
Western Province Sector

10
Eastern Province Sector

10
Southern Province Sector

11
Central Province Sector
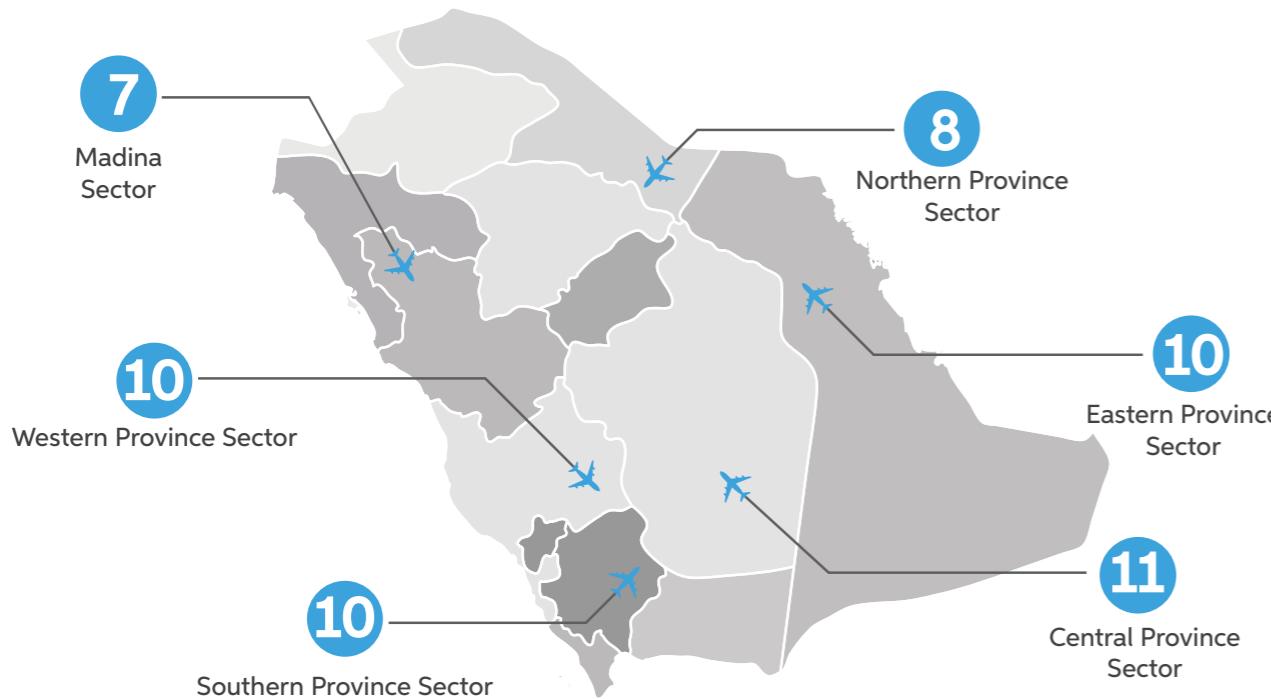
56
Locations

Type	# of Sites
Airports	28
Military Airports	9
Other	19
Total	**56**

Sector	# of Sites
Western Province Sector	10
Central Province Sector	11
Eastern Province Sector	10
Madina Sector	7
Southern Province Sector	10
Northern Province Sector	8
Total	**56**

Technical Performance Indicators

2020 Results

System Availability	**99.87%**
Service Availability	**99.78%**
Preventive Maintenance	**5254 Operations**
Corrective Maintenance	**1966 Corrective Maintenance Requests**

Three new software modules have been added and work within the MMS system.

- Department of Training and Rehabilitation.
- Preventive maintenance department.
- Managing air checks.

Completion of the CNS Infrastructure Assessment Report.

- The ISO certification (ISO: 9001: 2015) has been renewed by the awarding organization.
- 263 technicians were trained and 144 technicians were trained in the maintenance of navigational systems.

Services
provided to our Customers

SANS continues to fly strongly in the sky of leadership and excellence by providing a package of integrated world-class air services that meet the various needs of its customers. The company is keen to deal with responsibility and commitment with its customers and to provide all necessary solutions to improve navigation services in the Kingdom. Our services include:

Operational services

- Flight information to non-controlled areas (AFIS)
- Air traffic management in airports (Control Towers)
- Air traffic management for approach areas
- Air traffic management for transit areas
- Aviation communication network

Maintenance Services

- Maintenance contracts for navigational equipment and radars
- Measurement and calibration services for navigation system scanners
- Preventive maintenance for navigational equipment and radars
- planning services for operational requirements

Aeronautical Information Services

- Producing the Saudi Aeronautical information Publication (AIP)
- Obstacle evaluation around airport runways
- Designing flight procedures
- Integrated Initial Flight Plan Processing System (IFPS)

Project Management Services

- CNS system design
- Research and development in the CNS field
- CNS project execution
- CNS and communication systems engineering support and consulting serives
- Radio Frequency management for Civil Aviation
- CNS system configuration

SANS
Organizational Structure

Introduction to Restructuring in Saudi Air Navigation Services Company

SANS is keen to continuously update the organizational structure in order to ensure that we continue our efforts to improve the company's operation by changing the organizational structure in an optimal way that is in line with global standards for air navigation service providers

General Management

- Board Secretariat and Governance
- CEO's Office

Internal Audit (IA)

Governance, Risk and Compliance (GRC)
- Risk & Compliance
- Legal Consultation Department

Corporate Communications (CCD)
- Marketing and Branding
- PR and Internal Communication
- Customer Relationship Management (CRM)

Corporate Strategy CS
- Institutional Analysis and Performance
- International Cooperation Office
- Strategic Planning

Safety, Quality, and Environment (SQE)
- Safety Management System
- Operation Safety Assurance
- System Safety Assurance
- Quality Management
- Occupational Health and Environment
- Crisis Management

Finance (FIN)
- Finance and Accounts
- Financial Planning and Analysis

Shared Services
- Human Resources (HR)
- Procurement
- Facility and General Services
- Business Partnerships

Technology
- Engineering Services (ESD)
- Project Management Office (PMO)
- IT and OT
- Cybersecurity

Operations
- Air Traffic Management (ATM)
- Maintenanc Engineering (MED)
- Aeronautical Information
- Airspace Planning
- Operational Project Planning
- Saudi Airspace Project Office

Legend:
- Chief Executive Office
- Directorate
- Management/Department

COO Office

The COO Office is one of the most important offices created in the new structure because of the importance in the Company's operations as it focuses on the long-term planning of departments responsible for the management of Saudi airspace in order to keep up with the aspirations of the Vision 2030 and to prepare the Company to receive and serve the increasing number of airplanes that use the Kingdom's airspace.

The new governance allows for a comprehensive view of all operating departments to enhance coordination and cooperation, and to provide the required support and overcome the difficulties faced by the operating departments.

Air Traffic management

The Air Traffic Management (ATM) directorate is considered to be the focal point for SANS. It is responsible for organizing and managing the movement of all aircraft arriving, departing, and passing through Saudi airspace and airports. The ATM directorate is also responsible for planning and overseeing that Saudi airspace keeps pace with the steady increase in air traffic, in addition to future planning to manage air traffic, in addition to the management of all ATSU and for issuing work permits to ATCOs after they graduate from accredited aviation academies and providing them with on-the-job training. It also ensures compliance with standards set by the ICAO and the GACA, as well as studying reports submitted and identifying urgent solutions to any issue that may pose a potential threat to air traffic safety.

The management includes the two regional control centers, in Jeddah and Riyadh, as well as all the approach and air traffic control towers in the Kingdom, in addition to the Saudi Center for Search and Rescue by Satellite (SAMEC), which is one of the pioneering searches and rescue centers in the Middle East. SAMEC provides services at the local and regional levels for a number of search and rescue coordination centers, some of which are located in airport terminals. The Center can detect any distress signal using systems specially designed for this purpose. The information is distributed via satellite, whether for aircraft (ELT - Emergency Locator Transmitter), ships (EPIRB- Emergency Position-Indicating Radio Beacon), or individuals (PLB — Personal Locator Beacon).

There are five departments under the ATM Directorate, which are:

Western Sector

Eastern Sector

Search and Rescue

Safety

Manpower Planning and Training

Aeronautical Information Management (AIM)

SANS Aeronautical Information Management directorate provides Saudi airspace users with a range of integrated solutions to manage data and information related to air navigation services and aviation operations. It is responsible for preparing, updating, and distributing information related to air navigation services and aviation operations within the Saudi airspace. The information is provided in the form of DVDs according to the requirements of the civil aviation organization, as follows:

▶ Aeronautical Guide

▶ Supplements of the AIP

▶ Aeronautical Information Publications (AIP)

▶ Aeronautical Regulation and Information Control (AIRAC)

▶ Pre- and Post-Flight Information

▶ Pilot Announcements

AIM collects, prepares, and distributes aviation data and information related to the entire territory of the Kingdom and high seas regions within which the Kingdom is responsible for providing air traffic services, to provide the operational needs of the Company's customers including airplane crews, to plan aviation and flight simulation devices, and to meet the operational needs to air traffic service units. It also implements quality policies in aeronautical information management in accordance with ISO 9001 quality management system.

AIM also prepares, updates, and distributes all aviation maps in accordance with the requirements of the International Civil

Aviation Organization ICAO (air routes in the Saudi airspace, airport maps, flight procedures maps, and develops and disseminates navigational information concerning the airspace and air-ports in Saudi Arabia, in addition to designing traditional take off, landing, and approach procedures based on performance-based navigation (PBN) in the Kingdom, in accordance with the requirements of the International Civil Aviation Organization (ICAO) and the recommendations of the General Authority for Civil Aviation (GACA), in addition to studying and evaluating the impact of obstacles on flight procedures published in the Saudi Aeronautical Guide.

There are five departments under the AIM Directorate, which are:

Aeronautical Information Guide

Navigational Announcements

Flight Procedure Design

Navigation Maps

Static data

Maintenance Engineering Directorate (MED)

MED plays a vital role, as it is responsible for managing the maintenance work in the Company's navigation systems and all its facilities, through the implementation, organization, and control and development of the Company's annual maintenance plan and defining its short and long-term priorities. It also notifies relevant entities such as navigation information and SQE services of any major malfunctions in the system. MED also monitors and evaluates the commitment of maintenance projects under implementation with the specified plan, and ensuring quality, work progress, and on-time delivery. MED is authorized to take all Necessary corrective measures in the event of any delay or deviation in performance, as well as managing maintenance contracts with systems manufacturers to ensure the presence and continuity of service. It is also responsible for the technical evaluation of the process of selecting contractors for navigation systems maintenance and their auxiliary systems (such as air conditioning and standby power), supervising their performance, and monitoring their compliance with the quality procedures and safety standards required.

MED works around the clock to implement preventive and corrective maintenance work for all navigation systems and to monitor them through its presence in all airports of the Kingdom and other remote locations and military bases where all maintenance operations are carried out in coordination with the "Main Maintenance Control Center" around the clock to manage breakdowns and preventive maintenance, and coordinate with all the concerned entities to ensure the safety and quality of maintenance work and lack of impact on the safety of air traffic, and ensure rapid response to breakdowns. MED is keen to apply all legislations of the General Civil

Aviation Authority (GACA) related to wireless and navigation communication service providers in the Kingdom.

Among MED's significant tasks are the following:

- Study navigation systems requirements to provide spare parts and calculate systems lifespan.

- Develop manuals for training and qualifying maintenance technicians.

- Perform necessary maintenance and calibration of navigation systems inspection equipment.

- Develop operating and maintenance procedures manuals for navigation systems in accordance with the requirements and regulations of the GACA.

- Repair navigation systems electrical parts and boards in the central workshop of MED.

- Qualify the technicians in accordance with the requirements of the GACA.

- Conduct on-the-job training for technicians.

- Participate with the Engineering Services Department in installing and updating systems.

There are eight departments under the MED directorate, which are:

- Maintenance Planning
- Central Workshop
- Central Province Sector Maintenance
- Eastern Province Sector Maintenance

- Eastern Province Sector Maintenance
- Southern Province Sector Maintenance
- Madinah Province Sector Maintenance
- Western Province Sector Maintenance

CTO Office

SANS has adopted the latest technology to provide the best air navigation services to manage the Kingdom's airspace, and to ensure the availability of navigation system and services throughout the year (system availability & service availability).

CTO's Office has several goals. The most important of which is updating the air navigation systems according to the best aviation industry has reached in the world, and ensuring the integration of the various systems used and communicating with each other, which helps to raise the operational efficiency of the systems, as the Information Technology department and Technology Operations (IT and OT) works to support the company's devices technically and protect the devices from cyber-attacks.

Engineering Services Directorate (ESD)

ESD is responsible for ensuring the safety of the modern infrastructure for communication, navigation, control, and air traffic management, as it is the authority that designs all systems used by air traffic controllers (ATCOs) and airlines, and for ensuring the transition of the airplane safely and efficiently from the point of origin to the destination with the help of reliable services provided by communication, navigation, and surveillance (CNS) systems. To achieve this goal, reliable systems design, high standards of redundancy and abundance were taken into consideration when laying out the road map of infrastructure, in partnership with world-class technology providers.

There are four departments under the ESD Directorate, which are:

Communication Systems Engineering

Navigation Systems Engineering

Environmental Engineering

Planning Engineering

Project Management Office (PMO)

The Project Management Office was established as a basis for the successful implementation of SANS projects and strategic initiatives. Its main role is to define project management standards and ensure projects and programs are managed in a uniform, repeatable method. It supports project implementation mechanisms and initiatives, by ensuring that all changes are managed in a controlled manner to help the Company's Management make decisions about financing, prioritization setting, and resource provision.

The main objective is to develop workflow standards for project management as there are technical projects and strategic initiatives that it deals with to improve performance and effectiveness. It is worth noting that some of the most important rules the PMO relies on are project planning, supporting project managers, and providing sufficient information when making decisions.

Business Development Directorate

The Business Development directorate works to accomplish the best achievements and increase the profits of the company by implementing projects outside the company's business such as: Project Management (the construction project of Al-Ula airport of the Royal Commission, the Empty Quarter development project), Operational Services (airspace management for airports outside Saudi Arabia), Maintenance Services for airports inside Saudi Arabia, Informational Services (navigational procedures). It also worked on a business development strategy with the aim of achieving the following objectives:

- Diversity in unregulated services that aim to increase Saudi Air Navigation Services' revenues.

- Build innovative technology solutions and ensure that Saudi Air Navigation Services become the industry leader.

- Create new markets through entrepreneurship.

- Strengthening existing capacities with new strategic partnerships and joint ventures.

The Business Development directorate seeks to achieve 6 investment opportunities in the short and medium term:

1. Engineering, procurement, maintenance, and civil and military airports.

2. Establishing a regional maintenance center in cooperation with the best manufacturers of navigation devices.

3. Maintenance of electronics for navigational defense devices.

4. Navigation consulting, procedure testing and specialized training.

5. Providing solutions for remote monitoring tower.

6. A central system for issuing invoices.

Cybersecurity Directorate

The Cybersecurity directorate was established in a sense of the importance of data, technical systems and sensitive infrastructure in the aviation sector and its connection to the safety of the Kingdom's airspace; and the importance of protecting it from any threats or risks in cyberspace. The services it provides, and the data it contains, including any penetration, disruption, modification, entry, use or illegal exploitation according to the standards of the National Cybersecurity Authority, and this also includes information security, electronic security and digital security.

Information Technology and Operations Directorate

Information Technology and Operations directorate provides various interactive technical services from communications services, infrastructure, office programs and technical devices to contribute to raising the performance of the company's employees, including the development of interactive technical systems and control panels to follow up on performance indicators so that the company's management can stay informed of all updates and make decisions that help raise the level of service provided.

Chief of Shared Services Office (CSSO)

Concerted and consolidated efforts complement the system of work in order to achieve the best possible results. Therefore, the Chief of Shared Services Office (CSSO) was created to provide the necessary support to the Company's employees to enable them to complete their work in the best and fastest available means, in addition to achieving the highest levels of employee satisfaction as the business framework is complemented by concerted efforts to reach the best possible results.

Human Resource Directorate (HR)

Human Resource Directorate is responsible for developing and implementing the HR strategy for SANS to leverage the human capital of the organization for achieving SANS' strategic and business objectives. HR is also responsible for making SANS a talent development hub and a home for aspirants, by strategically managing acquihiring, training, and career development programs. Moreover, it manages activities related to payroll and compensation, employee relations, and the Human Resources Information System (HRIS).

There are three departments under the HR Directorate, which are:

Organization Development.

Talent Management.

HR Operation.

Supply Chain Directorate (SC)

SC Directorate was established based on the BOD's decision to restructure the Management. It is considered one of the main reasons for companies' success because, and through the study of supply chains, it is able to link the strategic objectives of the Company with executive activities and study the market and forecast its needs to complete the planning processes using the appropriate means. It also identifies procurement mechanisms and methods used for selecting and evaluating the suppliers' performance to achieve higher productivity rates with attention to stock turnover rates and effective management of warehouse operation, taking into account all logistical aspects and documentary cycles required for all operations that achieve the required levels of customer satisfaction, through the utilization of the Company's available resources. It also manages and organizes warehouses in all regions of the Kingdom and supplies whatever is needed from the main warehouse that is located in Jeddah. Its role is mainly to ensure the effectiveness of the operation process, and support various departments in covering the existing deficits, speedily and efficiently.

There are three departments under the SC Directorate, which are:

Purchases and Contracts.

Contract Compliance

Warehousing and Logistics

Facilities and General Services Directorate

The Facilities and General Services Directorate is responsible for the projects and maintenance of the facilities manned by the employees of SANS in terms of construction, air conditioning, electric power, plumbing, decoration, lighting, security and safety systems (not including those related to navigational systems), supporting the main operations carried out by the company and securing all what it needs with professionalism in order to achieve its goals and raise the quality of its services, and it can also be described as logistical support activities for the main departments and functions of the company, warehouse management (closed and open), scrap yard management and logistical work for scrap and fixed assets for furniture, appropriate unit and dilapidated assets.

Business Partnership Directorate

The responsibility of this Directorate is to ensure that all the company's facilities are ready for the work of the employees, and to provide the general services related to them in accordance with the safety standards of the facilities and to maintain their cleanliness, in addition to the responsibility of security guards and the implementation of the highest security standards in all the sites belonging to the company in order to preserve its properties and facilities. In addition to providing services which helps employees to perform their work in a lengthy manner, such as office services, and reservations of meeting rooms and workshops and the arrangements related to that.

This is also includes providing catering services to employees such as internal catering services at the company's sites in addition to public spots for drinking water and coffee available in all work facilities, and the directorate is responsible for managing the fleet of work vehicles that employees use to perform their technical or administrative work.

Finance Directorate (FIN)

SANS Finance Directorate is responsible for setting the financial strategic directions of the Company, organizing and controlling all operations related to the budget and managing variances, as well as overseeing all accounting procedures, auditing, and accreditation of the Company. It is also responsible for monitoring the accuracy and completion of the Company's consolidated financial statements in a specified time and in accordance with the Saudi accounting standards.

There are two departments under the FIN directorate, which are:

- Financial Planning and Analysis
- Finance and Accounts

Supported Services Management

Supported Services Management supports the rest of the departments and divisions of the Company. It specializes in overseeing the provision of services needed for ensuring the quality of work, in coordination with its departments and related divisions, and securing various resources and needs to perform tasks better. Its role is to provide the services required for supporting work, secure the requirements for the success of projects and all operations in a professional manner, and raise the quality of services provided by implementing policies and strategic plans in the Company.

Safety, Quality, and Environment Directorate (SQE)

The Safety, Quality, and Environment Directorate is responsible for planning, directing, and implementing safety and quality management systems and environmental initiatives and policies to raise levels of safety and promote a management culture of safety, quality, environment, and occupational health in the Company's strategic plan and all its services. It also coordinates with the relevant members of the Board of Directors (specifically, the Safety Committee) in their reviews and approval of the Company's safety policies, procedures, and plan.

SQE is responsible for safety, quality, and environment management preparation, and the approval of the business plan to ensure the application of the approved safety policies in the Company in accordance with the Safety Management System procedures (SMS) and to develop them continuously by conducting a safety assessment for policies of other directorates involved in providing air traffic services, procedures and advanced operational guides by the Operations Planning Department (comes under the Air Traffic Management), and recommending what is necessary for ensuring compliance with the safety procedures adopted by the Safety Department, including the standards of the International Civil Aviation Organization (ICAO).

There are six departments under the SQE Directorate, which are:

- Safety Management System
- System Safety Assurance
- Occupational Health and Environment
- Crisis Management
- Operation Safety Assurance
- Quality Management

Corporate Communication Directorate (CCD)

The company undertakes the task of building and managing the corporate communication and marketing activities in the company. This aims to build awareness of the services, achievements and direction of the company and everything related to it. Building brand equity of the company internally and externally, according to specific key measurement indicators, and in accordance with an agreed budget, and approved policies and procedures.

There are three departments under the CCD, which are:

Marketing and Branding

It undertakes the tasks of improving and developing the brand, building a renewed visual identity, and preparing marketing plans to market the concept of air navigation internally and externally.

Public Relations and Internal communication

It works to strengthen the bridges of link internally within the company's employees, around the Kingdom, and externally with the media and respond to their inquiries and questions. It is also responsible for creating and managing the company's accounts on social media sites and updating the content of the official website, the employee portal and the mobile application, as well as developing effective public relations and communication programs, both internally and externally.

CRM

Building strong relationships with the company's clients, managing their needs, addressing complaints and suggestions, and improving the level of services provided to them.

Corporate Strategy Directorate (CS)

The Strategy Directorate is the engine of the Company's transformation journey and the planner for all elements of strategic planning and performance management, as it is responsible for planning the Company's strategy and translating it into reality. It is also responsible for analyzing the strategic performance activities for the whole Company to drive growth and increase productivity. Moreover, it manages and enhances the channels of communication with international institutions to improve the services of international air navigation and has a presence in international forums that contributes to the

improvement of the Company's services to meet the needs of customers and exceed their expectations.

There are three departments under the CS Directorate, which are:

Strategic Planning

International Cooperation Office

Analysis and Institutional Performance

Governance, Risk and Compliance Directorate (GRC)

GRC is considered to be the second line of defence of the Company. The process of governance, risk. and compliance adheres to the integrated methodology followed by SANS to apply all regulatory controls and compliance activities necessary for risk management, to ensure that the Company complies with all applicable laws, regulations, and guidelines, which can be summarized in the following tasks:

- Achieve governance framework and practices. to increase the quality and efficiency of decision-making.
- Monitor organizational changes and follow up plans to implement new regulatory requirements throughout the whole Company.
- Disseminate a culture of effective compliance with the applicable laws, regulations, and internal policies.
- Define, evaluate, report, and treat strategic, operational, financial, and cyber risks in line with the maximum risk limits.
- Enable risk management and business sustainability and document an effective control framework to avoid risks before they occur.
- Ensure transparency and flow of information to senior Management. for better and optimality efficient decision-making.
- Implement awareness-raising programs. about information security, using different ways to raise the level of information security awareness for the Company's employees.
- Create and develop policies and procedures. for information security that all employees. will adhere

to, in order to achieve the highest levels of information security.

In light of the increased awareness of governance, risk management. and compliance technology, it is noted that leading institutions lean towards these systems in order to achieve the desired benefits. The GRC is responsible for ensuring that all departments and divisions adhere to the rules and laws that govern the Company's activities according to the Saudi government laws and the laws of the General Authority of Civil Aviation (GACA).

GRC also identifies and deals with all risk factors to reduce or eliminate risks for all Directorates and departments (such as human resources - procurement - contracts - finance- etc.). One of the most important additions made by GRC during 2020 was preparing and managing a complete record of all the Company's risks.

The Information Security Department also ensures the development of strategic plans and the implementation of international standards for information security to avoid cyber-attacks and adhere to the rules of the National Cybersecurity Authority, to provide a safer environment and enhance the level of digital security in all departments.

There are two departments under the GRC Directorate, which are:

Enterprise GRC   Legal Advisor

Transformation Directorate

Transformation Directorate in SANS is responsible for monitoring and managing all institutional change initiatives to ensure the company's transformation plan, and it plays an important and leading role in supporting and implementing strategic initiatives that lead towards change. The administration supports the various departments and sections by focusing on the employees of the company to enable them to keep pace with change and facilitate their adaptation to it. The main responsibilities of the department include:

- Developing and implementing a change management methodology.
- Development and implementation of tools for change and resistance.

- Supporting project work teams.
- Track the progress of change in projects.

The Directorate is also responsible for conducting periodic checks to ensure that changes continue and that the expected results are presented. The management has developed an internal tool to ensure efficiency, effectiveness and continuous improvement of all basic systems in the company. This tool does the following:

- System Health Check.
- Survey of employees after Implementation.
- Corrective Actions and Performance Reports.

Response to Covid-19 and Achievements of 2020

Chapter 4

How SANS responded to the impact of Covid-19 Pandemic?

Introduction to the Pandemic

Covid-19 pandemic surprised the world with high speed of spread and extent of impact on all areas of life, and all sectors were subjected to major economic repercussions, and the civil aviation sector was the most affected economically, logistically and operationally due to the restrictions that were imposed in all countries of the world and the suspension of air traffic, and the cascading effect of the situation continues. Therefore, it was necessary for companies to adapt and respond as quickly as possible to the current circumstances in order to ensure their survival and continuity and the sustainability of the workforce. SANS was not immune to its impacts and faced enormous challenges that had to be overcame.

Achievements of SANS to counter the Covid-19 Pandemic

SANS has achieved success in dealing with Covid-19 pandemic, as the speed of response to developments and immediate operational changes, and the management of exceptional resources played a role in this success. During the situation, it took collaborative efforts from the leadership team and all employees alike to overcome this unprecedented situation.

Therefore, two committees were formed. The first is Financial Efficiency Committee, which took over the development of the financial plan in line with the current situation. The second is Covid Committee, which consisted of several levels, with specific responsibilities for each level that are continuously followed up to deal with all changes and events with high efficiency, and work throughout the day to ensure the safety of the atmosphere and that the operations are not affected.

In the first three months of the pandemic, we were able to reformulate the work plan and the strategic plan and rearrange priorities in line with financial pressures, in addition to our Business Continuity Plan (BCP) that was developed in February 2020 was the main factor in facing the pandemic with greater readiness. During the pandemic, emphasis was placed on the two most important pillars which are safety and efficiency of operation.

Financial Committee

Covid Committee

Financial Committee

During the pandemic, there were many challenges, the most important was the drop in financial revenues due to the restrictions imposed on the aviation sector. As air traffic decreased by more than 90%, it had a significant impact on financial flow as revenues decreased by about 50%. In addition to outstanding receivables from airlines were uncertain due to the decrease of flights caused due to the imposition of travel restrictions.
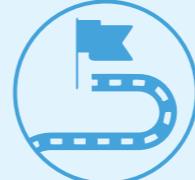
First Stage

It aims to maintain positive cash flow, control spending, and control expenses in the immediate term.

Second Stage

Achieving long-term company sustainability, after the financial impacts of the Corona Pandemic.

Third Stage

The first stage was divided into three paths

First path: strong interest in cash flow and reducing costs to reduce operating expenses, in addition to suspending a number of infrastructure projects, in order to focus on projects that have a direct impact on safety and potential risks and postponing other projects to 2021 according to importance and need.

Second Path: Focusing on financial liquidity, as other measures were relied upon to rearrange the spending plan. The company sought to get loans from its financial partners (banks) to ensure the financial position and adequate balances.

Third path: Re-modification of flight numbers forecast models in line with current circumstances.

Second stage, when restrictions were eased in the Kingdom of Saudi Arabia, the work team formulated and planned actions to develop the company's business plan for the year 2021 with a focus on sustainability and taking into account financial resources and liquidity in order to avoid all risks related to it and try to cover the financial deficit by adjusting cash flows, and contributing in improving the rate of spending without compromising safety standards and operating efficiency.

The impact of the team was evident as it was able to maintain a positive cash flow to the company without any negative impact on the workforce or operations and provided the necessary funding for high priority projects.

In the third phase, which is the long-term phase, and it will be initiated by the end of 2021, during which all developments and radical changes that have occurred in the industry and work patterns due to the Covid-19 pandemic will be dealt with.

Covid Committee

2020 was a challenging year in many areas, the presence of a contingency plan for each system and management was a key factor in continuing to provide safe, reliable and cost-efficient navigation services.

To achieve this and ensure the safety of the airspace, the Covid Committee was formed, it established emergency response teams of three levels; strategic level consists of the chief executives, tactical level carried out by the managers, and the operational level to implement all the recommendations from the higher levels with daily communication to achieve the team's goals. This was represented in 4 elements:

- Ensuring Employee Safety,
- Human Resources Action plan,
- Developing Information Technology and Cybersecurity,
- Internal Communication.

1. Safety Assurance of Employees in Operations and Workplaces

In the early days of the pandemic, strict decisions had to be taken to ensure the safety of everyone and adhere to the precautionary measures. SANS applied work procedures from home, held meetings and many tasks virtually, with tangible success and high productivity over a period of 6 months, to limit the spread of the virus and ensure the safety of employees and their families.

With the outbreak of covid cases, the possibility of infection of one of the air traffic controllers increases, as when one person is infected, the entire duty team must be isolated until their health is ensured and the virus is not spread to other teams, and this may affect the continuation of operations, so a procedure has been taken to avoid the occurrence of Any impact on the level of service, which is the merging of more than one air sector to be operated and monitored by one crew due to the decrease in air traffic, and to reduce the mixing of the shift teams and reduce the number of duty personnel. In addition to other safety measures such as continuous sterilization, wearing masks and maintaining social distancing.

SANS took advantage of the lack of air traffic to increase maintenance work for equipment and control sites in an unprecedented way throughout the Kingdom.

All procedures and action plans related to maintenance have been put in place to serve the main objective of increasing reliability in navigation equipment and systems and ensuring the safety of airspace.

It was difficult for technicians to access equipment in some remote areas in the time required due to decisions to prevent curfews between cities and governorates, so the company took a quick and important decision to send a number of technicians to remote areas that have navigational systems and equipment to stay there throughout the period of curfew in order to ensure the preservation on the safety of the skies and the necessary maintenance of systems and equipment immediately.

With the onset of the pandemic, there were obstacles in the logistics services in the Kingdom in general, especially in shipping to maintenance sites, so another measure was taken that was no less important than its predecessor, which was to transfer all critical maintenance parts from the main center to 55 maintenance centers around the Kingdom, to ensure their availability in all sites and reduce the risk of difficulty shipping critical spare parts on time, which could jeopardize the safety of the airspace.

2. Human Resources Action Plan

With all the lockdown decision, the employees were required to continue working remotely, and to adapt to the precautionary measures, new human resources policies were developed and applied to remote work and new protocols were adopted to support the continuity of work and not affect the operations, which is part of the business continuity plan (BCP) that aims to arrange and coordinate remote work methodology with consideration to company's requirements and employee's safety.

In order to return to the office, a four-stage plan was developed to return to the workplace gradually, starting with the return of 30% of the employees in the first stage, then 50% in the second stage, then 70% in the third stage, leading to the return of all employees to the workplace in the fourth and final stage, with adherence to all safety measures, from entering the facility and during working hours until leaving, in an orderly manner that ensures the safety of everyone, in addition to sanitizing hands, wearing masks permanently, and maintaining social distancing.

With the long period of working remotely there was a need to increase the development and training of employees, so the Education Management System was launched, which is an application for managing and providing educational courses, training programs, or learning and development programs. The apprenticeship program has several tracks; including the E-training platform for employees, each employee received at least one professional training program that contributes to career advancement and skills enhancement, and six courses in cybersecurity, safety and human resources were taken by all employees.

With the drop in air traffic and the decrease in the number of hours in air traffic control, it is imperative to ensure that the skills of the air traffic controller remain, in order to preserve competencies, a complete plan has been developed to hold a number of additional tests and assessments for all air traffic controllers to ensure the continuity of the level of skills of observers in line with the standards of the regulatory authorities.

3. Development of IT Systems and Cybersecurity

Since the beginning of the pandemic, the IT team has faced many challenges, especially with the sudden increase in the need for all employees to work and communicate remotely. The remote work plan was developed which included upgrades and improvements of IT systems to enable all employees to perform their work comfortably from their homes and to ensure business continuity.

The company's dependence on the use of technology in their daily work has also increased, which has allowed an increase of the number of cyber-attacks and threats in all business sectors. Therefore, SANS has taken several measures to protect its systems from cyber-attacks and electronic risks and address all threats in line with the new standards of the National Cybersecurity Authority through:

• Making several assessments and tests to find out the electronic risks and potential vulnerabilities.

• Provide safe access to all employees, especially those who occupy sensitive positions.

• Training and awareness of all employees and users of the systems from threats and risks that may face them from a technical security perspective.

• Work with the National Cybersecurity Authority to improve cybersecurity protocols and reduce the risks of cyber-attacks and the technical infrastructure.

• Monitoring all systems daily around the clock to keep track of any suspicious files or messages.

The performance indicators show that all cyber-attacks were addressed and did not cause any damage to the systems, data or projects.

4. Communication and Awareness

Communication is one of the most important pillars of successful and efficient crisis management, and internal communication with employees to raise their awareness and keep them informed of the rapid updates is one of the most important challenges that we faced. With the application of remote work procedures, we were keen to ensure that employees were informed of all updates and safety protocols. Therefore, a continuous dissemination plan was activated for charts, electronic manuals, notices and other means to raise awareness and confront the pandemic by educating employees about the safest practices and implementing awareness campaigns and workshops.

The company also launched an application, which provided comprehensive services for all the requirements of any employee, such as announcements, official documents, leave requests and more, in addition, the mobile application allowed us to start using notifications effectively for any urgent and immediate communications.

"Tawasul" magazine was also launched, which was a way not only to deliver necessary information, but also a way to interact with employees. The magazine contained news, achievements, and policies related to the company, as well as articles written for employees and personal news.

Summary

While looking at the pandemic in a positive perspective, many of the challenges we have gone through have tested the financial and operational capabilities of SANS, and have increased the readiness by developing a Business Continuity Plan (BCP) and a number of committees that have proven their high capabilities and flexibility to adapt to all circumstances, in addition to exploring some of the positive aspects of the pandemic. The decrease in the air traffic which provided the opportunity to update control and maintenance systems, as well as raise the efficiency of employees by focusing on training and acquiring new skills, especially in the field of cybersecurity, while maintaining the level of skills and the competence of employees and taking all precautionary measures that ensure the safety of employees and their families from infection with the virus or the spread of infection. A number of precautions are applied until the present time in case of any second wave of the virus, so the emergency response committees are still effective and fully prepared if any restrictions or precautionary measures are imposed or the occurrence of upcoming waves.

Completion of Transformation Program in SANS during 2020

The aviation industry is one of the most important sectors of the global economy and an important element of empowerment and linking it to global investment, tourism and commercial opportunities. The Kingdom, through its ambitious 2030 vision, is working to exploit its strategic position and move forward in creating an aviation industry worthy of its global position.

Due to the ambitious strategy adopted by the company that gave it the ability to innovate, excel and upgrade its services, which crystallized in its ambitious plan to transform into making great leaps in its services, and

to enable the various sectors in the aviation industry in the Kingdom to reach its goals, and despite the many challenges that the company faced, it continued building and shaping its future and it was able to deal in a skilled professional manner with all these challenges, and was able to achieve balanced growth thanks to its strategy that combined flexibility, innovation and investment in human resources and new technologies to find innovative solutions in a safe and distinct environment.

The ambitious transformation program has been reflected in the company's business and practices. Through investment and unification of efforts in investment and continuous improvement in 5 basic pillars, the company has formulated its plan, which are:

| Safety | Operational efficiency | Human resource | Financial efficiency | Strategic partnerships |

Safety

Safety is one of the most important pillars, if not the most important axis of the aviation industry. The concept of safety in aviation extends to include air safety, safety in the offices and workplaces, in addition to cybersecurity, covers all elements of the air transport industry, including sectors and activities related to passengers and workers and work environments in airplanes and airports, and in maintenance workshops, offices and company projects. Therefore,

SANS always seeks to strengthen the safety management systems in all its facilities and make it a top strategic priority. It used and attracted the latest air navigation techniques to achieve the highest international safety standards, and it put in place many effective programs to spread the safety culture among its human cadres, adopted the best international practices and modern scientific methodologies in risk management with a proactive and preventive approach.

Vision of the Safety Pillar

Providing an effective safety management system based on a proactive approach and promoting a culture of safety at all levels of the company supported by an appropriate and safe environment.

Most notable Achievements:

Ensure that cybersecurity protocols are activated
Additional cybersecurity measures have been put in place to protect the company from cyber-attacks.

Renewal of civil aviation license
The General Authority of Civil Aviation renewed the license of SANS to operate Saudi airspace.

Safety Training
A program to raise awareness of the safety culture in the company throughout the Kingdom through workshops, interactive activities and awareness campaigns.

- Cyber security training programs.
- Awareness campaigns.
- Training program for the safety management system.

Safety measures
The Safety Committee was created to initiate rapid measures aimed at raising the safety culture across the organization.

KPIs

- CANSO's maturity level of excellence standards.
- The percentage of employee participation in voluntary reports (related to aviation).
- The percentage of employee's participation in voluntary reports (non-aviation "Health, Safety and Environment").
- Number of medium and high-risk incidents not caused by SANS.
- Number of incidents of medium and high risk by SANS.
- The number of serious cyber-attacks.
- The number of serious security attacks of the facility.
- The number of serious safety accidents.
- Percentage of regulatory requirements that remain in place (type L1, L2).
- Safety awareness index.

Operational Efficiency

SANS adopts operational efficiency as a constitution to upgrade, by adopting the latest air navigation technology in the world to serve its customers, and to strengthen the Kingdom's position as a major focal spot between parts of the world. The company has adopted all of this and more to serve its customers in an optimal way. The momentum of achievement in the company has reached its ambition that does not stop. The company has not and will not stop updating the Kingdom's airspace and creating new roads in its skies to accommodate the growing air traffic, and to ensure smooth, safe, accurate, and challenging aviation traffic management.

Vision of the Operational Efficiency Pillar

Adopting the latest technologies in air navigation services management, operation and provision systems and continuous improvement in information systems and technology by ensuring the optimal use of resources and effective internal management processes.

Most notable Achievements

Operation of New Air Traffic Control and Management Systems

The new air traffic management system "INDRA" has started in Riyadh with the company's in-house operation, and it is expected to expand its operation to include 12 additional control towers.

Develop Communications, Navigation and Reconnaissance Systems Plan

The 5 year master plan for communications, navigation and reconnaissance systems for air traffic management was developed with clear priorities set on safety principles, provided that part of the plan is the project "The Future Concept of Saudi Airspace."

Menu Planning System

Launching the pilot phase of the Rostering System project to improve and automate manpower planning in operational departments across the Kingdom and enhance productivity.

Human Resources

SANS was only able to accomplish these great achievements in our transformation program in a short period of time thanks to the hands of the company's highly qualified employees, their dedication and passion to their work. The employees of SANS are its most valuable asset, and the main driver of its transformation. Therefore, we always strive to provide a distinctive, stimulating and inspiring work environment that contributes to developing the skills of our employees and improving their performance.

Vision of the Human Resources Pillar

Building a work environment conducive to development by empowering the employee and providing high-quality training programs, all in a competitive environment with a high performance culture.

Most notable Achievements

New Learning Management System

To ensure the continuation of education and training, and to overcome the challenges of the emerging virus, a remote e-learning system was launched using high-level technology to continuously develop the company's employees.

Leadership Program

The company launched the second phase of the 'Leadership' program, which aims to form a diverse leadership group to support the strategic objectives of the company through developing the necessary skills and behaviors and building and refining talents in SANS.

SANS Application for Smartphones

Launching the app helps employees have instant access to the latest announcements, news and alerts activation. It also enables employees to review official policies and documents and raise their level of knowledge of the organization. The application can also facilitate the submission of voluntary safety reports through it.

Financial Efficiency

The growth strategy pursued by SANS is based on its corporate values, which have greatly contributed and will contribute to advancing its growth and development in the coming years, in fulfillment of its vision to achieve regional leadership in air navigation services at a global level. All the departments of SANS work in an integrated manner that is characterized by coordination among them, which enabled it to face one of the most important challenges it faces in

its transformation journey, which is to be an independent company from the financial and administrative point of view. It has devised valuable economic initiatives to manage its financial resources efficiently, including initiatives that ensure the efficiency of financial spending, follow up on operational costs in an effective manner, and achieve self-reliance of financial resources.

Vision of Financial Efficiency Pillar

Optimal use of the company's financial resources by ensuring efficient revenue generation, fulfilling regulatory and governmental requirements, and ensuring that company receivables are collected on time.

Most notable Achievements

Study the Impact of the Pandemic

A multi-factor study has been developed to provide insight into the potential impact of the COVID-19 pandemic on SANS's Company's financial position.

A project to Update Policies and Laws with GACA

In preparation for the expected growth in the aviation sector, the General Authority of Civil Aviation, in cooperation with the SANS, is updating laws and policies governing air navigation services in line with international standards, in addition to ensuring sustainability and coordination between the various aviation sectors and the new aviation strategy.

Business Development Strategy

To achieve maximum benefit and enhance operational efficiency in SANS, the company is developing a business development strategy to benefit from the company's assets and achieve better returns from its investments, which are expected to be completed by the end of 2021 with a detailed implementation plan and a business model that demonstrates business opportunities.

Efforts to Raise Spending Efficiency

The company continues to improve its spending and expenses by renegotiating contracts and reducing their value in order to reach the highest degree of financial efficiency.

Strategic Partnerships

SANS is proud of its commitment to its customers, and the distinguished services that are characterized by the highest degree of reliability, and always strives to develop by itself through fruitful partnerships with the most prominent providers of air navigation services to benefit from their expertise in order to enhance the services provided by the company to its customers, and keep

pace with their expectations in terms of the level of Service quality is even surpassing it. The company also continues to adopt innovative solutions to strengthen its relationship with its customers by opening direct communication channels with them, to enhance their satisfaction, receive their opinions, understand their needs and respond to any observations they provide.

Vision of the Strategic Partnerships Pillar

Strengthening engaging relationships with stakeholders and enhancing customer satisfaction.

Most notable achievements

Action Map for Increasing Customer Interaction

Developing a business map to increase our customers' interaction with SANS and strengthen relations with them, including their participation in developing plans for technical and operational improvements to meet their needs.

The Third Annual Consultative Meeting

For the third time in a row, SANS hosted the consultative meeting with its customers from different airlines, international and domestic, with the participation of 57 participants representing 11 airlines and the International Air Transport Association, in addition to 6 departments of SANS.

Strengthening Coordination between the Saudi Royal Air Force and SANS

In order to provide the best air navigation services in the region, the company has strengthened cooperation with the Air Force with the aim of ensuring the provision of safe and sustainable navigation services, paving the way for official coordination through the establishment of a National Airspace Committee with senior officials.

List of International and Regional Participations

List of International and Regional Participations

World ATM Congress 2020

Regional and international conferences and meetings are among the most affected by the global spread of the Coronavirus, which has spread in most countries of the world since the beginning of 2020, and due to this, a large number of these events have been postponed or canceled and a number of them have been rescheduled or converted into meetings via electronic networks and held remotely Hence, international participation was restricted to a limited number.

Among the most prominent international and regional meetings and events, which were held with the participation of a number of specialists and stakeholders from the Saudi Air Navigation Services, as follows:

- The third meeting of the Air Traffic Flow Management Task Force (ATFM-TF) emanating from the Middle East Air Navigation Systems Planning and Implementation Group (MIDANPIRG), which was held in Amman (The Hashemite Kingdom of Jordan) during the period 12-14 January 2020. It also included a task force meeting Ranking for the 2022 World Cup.

- The sixteenth meeting of the Middle East Regional Air Traffic Monitoring Agency (MIDRMA), which was held in Amman (the Hashemite Kingdom of Jordan) during the period 14-16 January 2020.

- The fourth meeting of the Performance-Based Navigation Sub-Working Group (PBN-SG) emanating from the Middle East Air Navigation Systems Planning and Implementation Group (MIDANPIRG), which was held at the headquarters of the ICAO Regional Office in Cairo (Arab Republic of Egypt) during the period 19-21 January 2020.

- The sixth meeting of the Sub-Working Group for Navigational Information Management (AIM-SG) emanating from the Middle East Air Navigation Systems Planning and Implementation Group (MIDANPIRG), which was held at the headquarters of the ICAO Regional Office in Cairo (Arab Republic of Egypt) during the period January 21-23 2020.

- Virtual meetings (three meetings) for the Coordination Group for Navigational Information Management (AIM-FP) on Monday 8 June 2020, Tuesday 30 June 2020, and Monday 10 August 2020.

- The second meeting of the working group for the annual report on aviation safety in the Middle East region (virtual meeting) on Wednesday, July 8, 2020.

- A symposium on the future of air traffic management after the Covid-19 pandemic, which was held remotely, during the period 15-16 June 2020.

- The first meeting of the Spectrum Management Working Group (FM-WG) in the Middle East Region (virtual meeting) on Tuesday and Wednesday 28 and 29 July 2020.

- The fourth meeting of the Air Traffic Flow Management Task Force (ATFM-TF) emanating from the Middle East Air Navigation Systems Planning and Implementation Group (MIDANPIRG), which included the meeting of the Team Arrangement for the 2022 World Cup, which was held remotely during the period 20-23 September 2020.

- A symposium on creating a more efficient future for the aviation sector in the Kingdom of Saudi Arabia, which was held remotely on Wednesday, October 7, 2020.

- A workshop on the implementation of the Aviation System Development Units (ASBU), which was held remotely during the period 13-15 October 2020.

- The Twenty-fourth Annual Conference of the Air Navigation Services Organization (CANSO), which was held remotely on Thursday, October 15, 2020.

- The Fifty-seventh General Assembly of the European Organization for Standardization of Civil Aviation Systems (EUROCAE), which was held remotely on Tuesday, October 20, 2020.

- The Global Air Traffic Management Conference was held remotely on Wednesday, November 25, 2020.

- The second meeting of the Airspace Safety Planning and Implementation Group (ASPIG / 2), which was held remotely during the period 24-26 November 2020.

- The sixth meeting of the Steering Group for the Middle East Regional Air Traffic Services Message Management Center (MIDAMC), which was held remotely on Monday, November 30, 2020.

- The tenth meeting of the Sub-Working Group for Communications, Navigation and Reconnaissance Systems (CNS-SG) emanating from the Middle East Air Navigation Systems Planning and Implementation Group (MIDANPIRG), and it was held remotely during the period 1-3 December 2020.

- The ninth meeting of the Meteorology Sub-Working Group (MET-SG) of the Middle East Air Navigation Systems Planning and Implementation Group (MIDANPIRG), which was held remotely during the period 7-9 December 2020.

List of International and Regional Participations

Future of ATM Post COVID-19

The Symposium on the Future of Air Traffic Management after the Covid-19 Pandemic was held remotely, during the period 15-16 June 2020, in cooperation between the Regional Office of the Civil Aviation Organization in the Middle East (ICAO-MID) and the United Arab Emirates Civil Aviation Authority (GCAA- UAE), and with the participation of a large number of civil aviation organizations in the Middle East and a number of other parties such as providers of air navigation services and airlines in the region, in addition to some consulting companies operating in the region. Among the most prominent speakers of the symposium was the SANS CEO Eng. Rayan Trabzouni, and he dealt with many aspects, the most important of which are the following:

During the pandemic, the following has been focused on employee safety, business continuity, taking care of the safety and efficiency of operations, and ensuring that facilities and other employees are ready to return when the time is right.

For a better future of aviation, we must work on three central axes:

- Ensure the existence of modern technology such as digital towers and modern technologies to deal with any situation.

- Promote cooperation between all sectors and neighboring countries.

- Development of multi-skill and adaptive staff capabilities.

Work must be done to provide the appropriate skills to manage modern technologies with which the employees can adapt dynamically.

The opportunity is ripe to work on projects that increase the readiness and growth of air traffic in the future.

Building a better future for ATM

A symposium on building a better future for remote air traffic management was held on Thursday, July 23, 2020, in cooperation between the Civil Air Navigation Services Organization (CANSO) and the consulting services company (egis), and with the participation of a large number of air navigation services providers around the world. And a number of consulting companies operating in the aviation sector, in addition to some interested parties. One of the most prominent speakers of the symposium was the SANS Chief Operating Officer, Eng. Abdulaziz Al-Zaid, and he dealt with many aspects, the most important of which are the following:

- One of the opportunities that the pandemic conditions afforded us is the opportunity to focus on increasing the capacity to catch up with previous requirements, but also surpass them to deal with future needs.

- Productivity has always been one of our most important focus, and the current threat has made us focus on it more and make sure to raise it constantly.

- It is not possible to continue as we were before, as we are now working to raise our adaptability and efficiency to deal with the needs of future operations and to avoid falling back into the effects of the pandemic.

- On the other hand, standardization of the business model and joint venture opportunities with developers or technology providers to build future absorptive capacity is essential.

List of International and Regional Participations

A symposium on Creating a More Efficient Future for the Aviation Sector in the Kingdom of Saudi Arabia

A symposium on "Creating a More Efficient Future for the Aviation Sector in the Kingdom of Saudi Arabia" was held remotely on Wednesday, October 7, 2020, in cooperation between the General Civil Aviation Authority (GACA) and Honeywell Company, and with the participation of a large number of sectors. Civil aviation in the Kingdom and the companies operating in it, in addition to some interested parties. One of the most prominent speakers of the symposium was the SANS Chief Technology Officer, Eng. Khaled Attia, and he dealt with many aspects, the most important of which are the following:

- During the Covid-19 pandemic, a committee was formed to assess the impact on airspace safety and oversee operations, given the reliable infrastructure in SANS Company, we did not face any impact on the safety of operations.

The comprehensive future master plan relies heavily on modern technology in accordance with international best practices and the inclusion of a strategy for introducing and operating virtual control towers, in addition to adopting aviation procedures in order to accommodate the growth of traffic at airports.

The General Authority of Civil Aviation and SANS recently managed to operate air traffic management systems and new voice communication systems based on the Internet protocol, with strict measures taken for safety and cybersecurity measures, and it is the first system to be operated with the support of a remote supplier.

- Accurate maintenance procedures in place, in addition to the presence of a maintenance control center connected to more than 160 sites throughout the Kingdom, which allowed us to monitor systems remotely, and this led to an increase in productivity and utilization of the workforce, and also reduced the need for technicians to be present in remote sites.

CANSO AGM Annual Conference

The conference was held for the first time in its history, remotely, on Thursday 15 October 2020, with the participation of a large number of primary and secondary members of the organization, as the outcomes of the conference were the following:

- An exhibition that includes air navigation service providers.

- The decision not to change the membership fees for the current year (2021), as it was reported not to change it during the previous three years (2018-2020).

- Closure of the headquarters (at Amsterdam Airport) in order to save costs and transfer the entire work remotely, and only have a small office as a headquarters granted by the Dutch Air Navigation Services (LVNL).

- Organizing the next annual conference (CANSO 25th AGM) hosting the Azerbaijani air navigation services in the capital, Baku, in June 2021, as compensation for this year.

- Delaying the World ATM Congress to October 2021 (tentatively), instead of March.

- Accepting the offer of the German Air Navigation Provider (DFS) to host the 26th annual conference (CANSO 26th AGM) in Berlin in June 2022.

CANSO's 24th Annual General Meeting

15 October 2020

List of International and Regional Participations

General Assembly of the European Organization for Standardization of Civil Aviation Systems (EUROCAE)

The General Assembly was held for the first time in its history, remotely through the WebEx service, on Tuesday 20 October 2020 AD, with the participation of a large number of members of the organization from inside and outside Europe, where the most prominent outputs of the association were the following:

- The number of experts registered in the organization increased to reach 3400 experts in various disciplines, with the largest number of them belonging to each of Eurocontrol and Thales Company.

- The increase in the number of members in the organization, so that the number reached 361 entities from different countries of the world, despite the cancellation of membership of a number of them (11 entities) for non-payment of

fees, as it represents 27% of the members with limited membership.

- It was decided to keep the upper ceiling of membership fees without change for the main members of the organization.

- It was decided to hold the next General Assembly (EUROCAE 58th General Assembly) during the month of April 2021 AD, in Paris, France, where it will be either virtual or integrated (both present and virtual).

57th General Assembly

Global Air Traffic Management

Participation in the Global Air Traffic Management Conference organized by the Dubai General Air Navigation Services for Civil Aviation in the United Arab Emirates, which was held remotely on Wednesday, November 25, 2020. SANS CEO Eng. Rayan Trabzoni, the Chief Operating Officer, Eng. Abdulaziz Al-Zaid, and the Executive Director of the Engineering Services Department, Eng. Mohammed Organji, as official speakers in a number of dialogue sessions.

Among the most prominent aspects that the SANS Chief Executive Officer, Eng. Rayan Trabzoni, mentioned upon during the dialogue session, air traffic control in the post-COVID-19 world, are the following:

- Our business continuity plan aims to balance three key factors: the safety of our employees, the safety of our equipment and systems, and the maintenance of safe and efficient operations.

- Considering the processes and procedures carefully and ensuring that we have the appropriate maintenance plans and developing the activities necessary to bring them to the best level.

- As part of the long-term vision to increase air traffic capacity in the Kingdom, we are preparing a long-term strategy to accommodate the expected increase in airspace.

- Working in researching modern technologies to improve efficiency in addition to completely restructuring the airspace.

- Working on the NEOM project by designing, supplying and implementing navigation systems at NEOM Airport within a record time (77 days).

GLOBAL AIR TRAFFIC MANAGEMENT

RECONNECTING THE INDUSTRY

WITH AIR TRAFFIC MANAGEMENT

Among the most prominent aspects that the Chief Operating Officer, Eng.Abdulaziz Al-Zaid, mentioned upon during the dialogue session related to addressing long-term sustainable change in the time of COVID-19 are the following:

- Investing the current period affected by the Covid-19 pandemic to rearrange priorities and incorporate the sustainability program into the strategy related to future plans.

- Work according to a comprehensive strategy that pervades all aspects of the civil aviation industry from partners and stakeholders to adopt sustainability plans, thus achieving compatibility with the future direction of all parties.

- Cooperating with our partners at airports and airlines to raise efficiency levels, which will positively affect sustainability programs.

- Work to restructure the airspace to achieve better efficiency, improve operational efficiency and environmental sustainability, which will contribute to providing better service to airlines and reducing fuel consumption.

Among the most prominent aspects that the Executive Director General of the Engineering Services Department, Eng. Mohammed Organji, addressed during the dialogue session on accelerating the restoration of air traffic through flexibility and inter-operability, are the following:

- The new air traffic management system is the largest project recently, and is important in accommodating the future increase in air traffic. It includes the operation of the system with two control centers, two approach centers, and 12 control towers, in integration with the current systems.

- The design phase was implemented and completed in 12 months, and includes the Dammam unit, Jeddah Regional Center and Riyadh Regional Center during the closure period due to the Covid-19 pandemic.

- Virtual towers are one of the main solutions to raise operational efficiency and reduce their costs, and they are also a possible option to replace traditional towers in addition to working in a backup to increase safety and business continuity.

SANS
خدمات الملاحة الجوية السعودية
Saudi Air Navigation Services

Action Plan 2021

We have many dreams to fulfill

Chapter **5**

Saudi Air Navigation Services plays a vital role in achieving the Kingdom's Vision 2030, given that it is an important part of the aviation system, as it works proactively in planning for the future and achieving the 2030 vision through:

- Linking its strategy to aviation strategy and Vision 2030.

- Pre-planning for the upcoming period to enable aviation to achieve its goals.

Aviation Strategy in the Kingdom and the role of SANS in its achievements

One of the most prominent pillars of the company's success story is its ability to stay ahead of time in thinking and planning for future challenges. The process of development in SANS is gaining every day new promising prospects that promise a radical change and tremendous development in the size and scope of the company's work, as the few years will be a milestone in the pioneering role that the company plays in making the future of Saudi aviation. SANS seeks to bring about fundamental changes in the Saudi airspace, in order to achieve optimal use of it, increase its capacity, and ensure safe and efficient operation for all airspace customers, especially since the geographical location of the Kingdom of Saudi Arabia in the center of the Middle East. In addition to being the Qibla of Muslims who flock to it annually from all the world to perform the Hajj and Umrah duties, statistics indicated that 83% of pilgrims and Umrah performers come to the Kingdom annually through air transport, and the Kingdom aims to receive 30 million pilgrims by 2030, so we have started and we will complete the construction of roads, new airspace, entry and exit points, in addition to the application of air traffic flow management with neighboring countries, in order to facilitate air traffic and achieve an optimal balance between demand and carrying capacity.
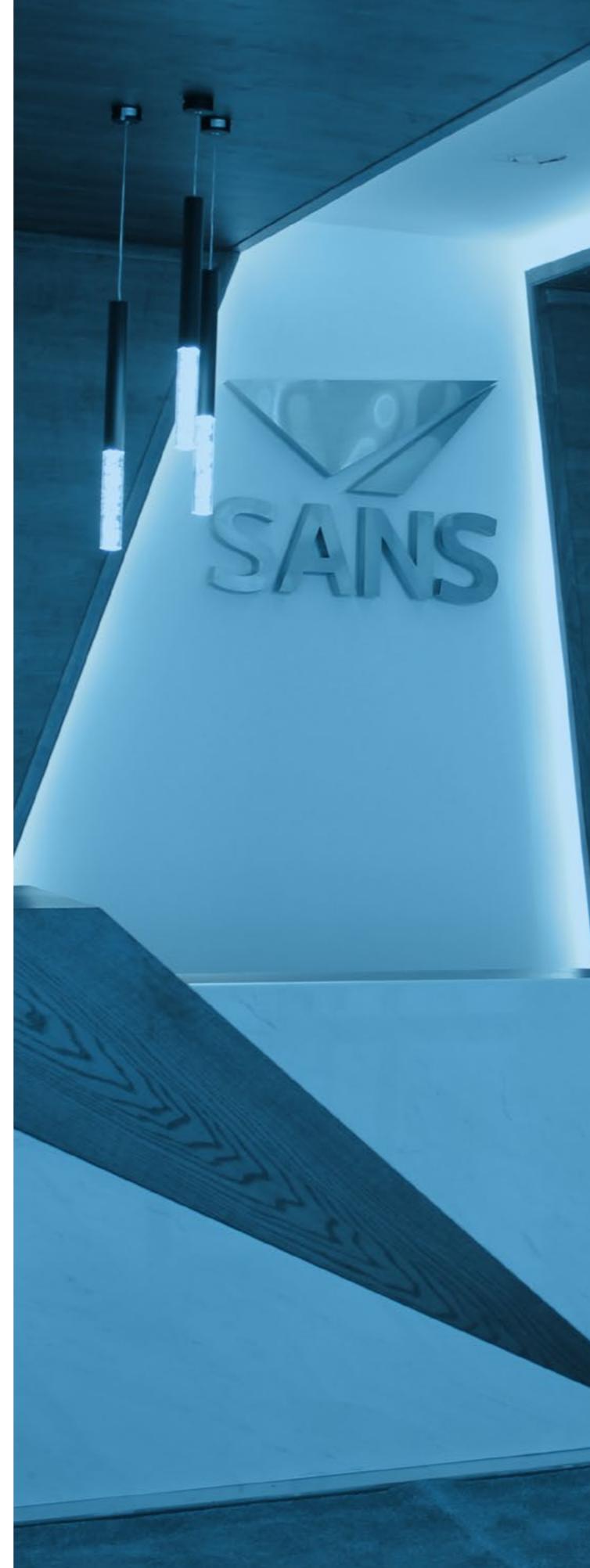
Our Goals for 2021

To adapt to the current challenges emerging on the international scene caused by the emerging virus Covid-19, which affected various economic sectors in general, and the aviation sector in particular, SANS has worked on developing a strategy that focuses on improving the most prominent axes of its strategy to ensure access to the highest Degrees of maturity in it. A strategy has been designed to focus in 2021 on upgrading the organization internally, with the aim of preparing it for the future at a steady and sustainable pace.

Main Goals for 2021

Three main goals have been identified to be the main driver of the efforts in the company for the year 2021, and these goals will have an impact on several levels, and they will be translated into work streams and strategic initiatives.

1. Aviation safety

Since the Navigation Services Company is the operator of the Saudi airspace and as a result of its responsibility to ensure the safety of the airspace, the company has focused on raising the level of aviation safety, by making use of previous experiences and applying proactive plans to avoid any accidents that affect aviation safety.

2. Improving the use of the company's various systems

This objective focuses on improving the use of the existing system by improving the existing assets, resources and capabilities to ensure overall efficiency and will assist in identifying the correct measures to ensure that the desired benefits are obtained from the investments.

3. Achieve distinction

This goal focuses on building a strong compliance culture that creates a positive workplace and promotes responsibility among employees, increases business efficiency through automation and the use of emerging technologies and creates a robust business process framework to ensure efficiency in the company.

3 Strategic Goals

7 Work Streams

16 Strategic Initiatives

Our Strategic Paths in 2021

1. Aviation safety

Reducing aviation safety accidents

Solve the root causes of aviation safety accidents. This will lead to providing safer services for users of Saudi airspace, in addition to facilitating flights through Saudi airspace.

Efficiency of leadership in the field of safety

Improving the current operational leadership in aviation safety. This will lead to safer and smoother working environments, which will be reflected in aviation safety.

2. Optimizing system utilization

Improving the use of communication, navigation and surveillance systems

This course of action focuses on fully exploiting all the features of the systems available in the existing communication, navigation and surveillance systems, and ensuring that the maximum benefit is realized from each system.

Improving the use of IT systems

The work stream focuses on increasing the utilization and raising the operational efficiency through the use of Microsoft Office 365 systems, identifying opportunities for cost improvement and improving business efficiency through automation.

3. Achieve distinction

Raise the level of the culture of cooperation in the organization

The Business Stream focuses on building a common understanding of collaboration across the organization which will help create a more positive workplace and has a culture of collaboration created and distinguished by everyone.

Laying the foundations for operational excellence

The business path focuses on developing standards of excellence and disseminating the concept of quality, creating a structured program with clear roles and responsibilities

and improving organizational capacity to achieve and maintain superior business results.

Implement a robust ERP system

The business process focuses on ensuring optimal implementation and utilization of the ERP system, business processes are reviewed and updated in accordance with best practices, effective change management and the development of a continuous improvement cycle.

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