



خدمات الملاحة الجوية السعودية  
Saudi Air Navigation Services



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**ANNUAL REPORT  
1442 - 1443  
2021**

رؤية  
2030  
الملكة العربية السعودية  
KINGDOM OF SAUDI ARABIA



**SANS**

خدمات الملاحة الجوية السعودية

Saudi Air Navigation Services

## **ANNUAL REPORT 2021**

**SAUDI AIR NAVIGATION SERVICES**

**1442 -1443/ 2021**

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



Custodian of the Two Holy Mosques

**King Salman Bin Abdulaziz Al Saud**

King of the Kingdom of Saudi Arabia

His Royal Highness Prince

**Mohammed Bin Salman Bin Abdulaziz Al Saud**

Crown Prince, Prime Minister



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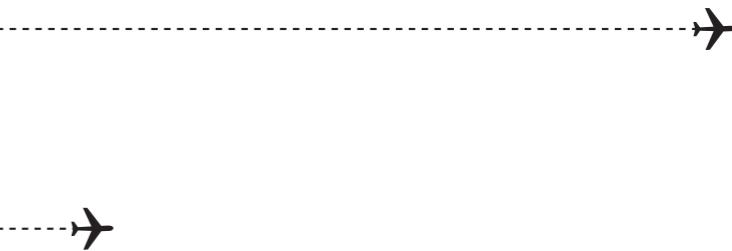
MANAGING SKIES  
SECURING LIVES





## 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.

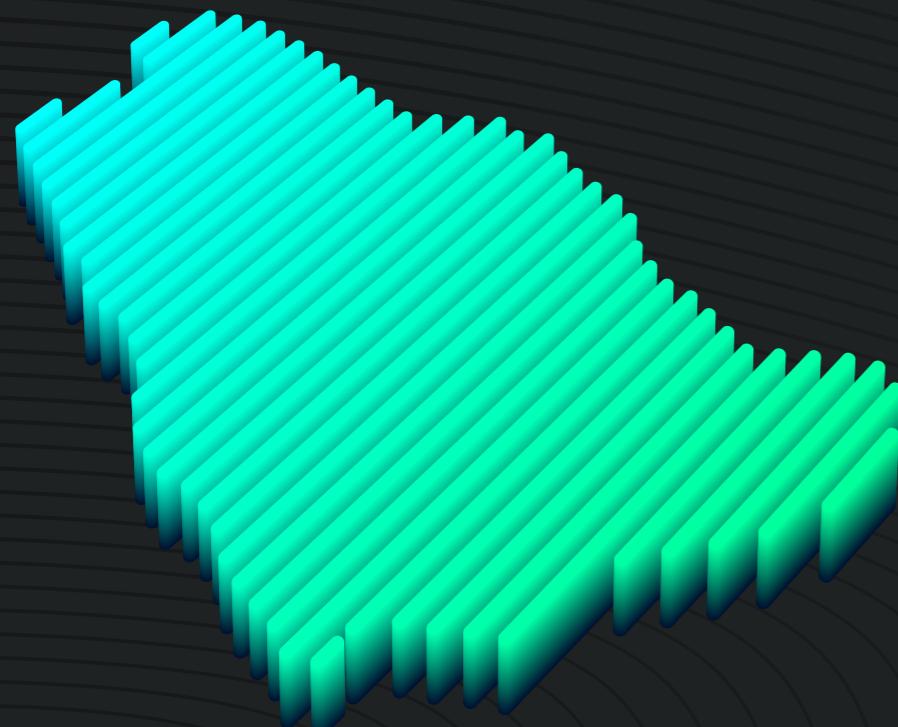
## VALUES



## STRATEGIC PILLARS



## SANS IN NUMBERS 2021



**1,713**  
EMPLOYEES



**15**  
AREA CONTROL SECTORS



**9**  
MANAGED AREA  
APPROACH CENTERS



**12**  
STRATEGIC  
INITIATIVES



**289**  
CUSTOMERS  
(AIRLINES)



**56**  
COVERED SITES  
AROUND THE  
KINGDOM



**17**  
CONTROL  
TOWERS



**692,017**  
AIR TRAFFIC  
MOVEMENTS  
IN 2021



**630**  
AIR TRAFFIC CONTROLLERS  
(ATCos')



**2,135,237**  
KM2 OF SAUDI  
AIRSPACE



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خدمات الملاحة الجوية السعودية

Saudi Air Navigation Services

## SAUDI AIR NAVIGATION SERVICES COMPANY LEADERSHIP

CHAPTER

1



## THE MESSAGE FROM CHAIRMAN OF THE BOARD OF DIRECTORS

### HIS EXCELLENCY ABDULAZIZ BIN ABDULLAH AL DUAILEJ



Under the leadership of the Custodian of the Two Holy Mosques, our government has paid great attention and potential to develop the civil aviation sector and serve our precious homeland as one of the best sectors of government, making us proud. The sector's rapid development and growth are evidence of welfare and giving.

I also thank H.E. the Minister of Transport and Logistics, Chairman of the Board of Directors of the General Authority for Civil Aviation, Eng. Saleh bin Nasser Al-Jasser; for striving to accelerate the growth and development of the civil aviation sector to realize the aspirations of wise leadership and elevate this sector to the highest-profile.

Saudi Air Navigation Services operates following a strategic plan to keep pace with the accelerated growth of aviation traffic in the region, focusing on safety segments and achieving the highest standards in the streamlining of air traffic in line with the standards and requirements of the International Civil Aviation Organization.

It is always committed to delivering the best safety standards through proactive safety management, promoting a culture of safety, and providing services that meet customers' requirements, which is reflected positively in the company's achievements. Saudi Air Navigation Services Company has steadily overcome various challenges and obstacles. It managed all files with skill and know-how. It dealt with each stage of the COVID pandemic as required by the situation until the Kingdom reached the current stage, where air navigation carried out the highest safety during the various stages of the pandemic, successfully exceeding the challenge through qualified and trained personnel at the highest levels.

The company's journey towards excellence will not hinge on the coming years as it moves forward to achieve further successes and continue its leadership path in services at all levels with the unlimited support of the civil aviation sector. Saudi Air Navigation Services is certainly looking to be the best in the region and the world as it continues steadily in this direction.





## THE MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

ENG. ABDULAZIZ BIN  
SALEM ALZAID

Saudi Air Navigation Services Company works diligently to develop the air transport industry in the Kingdom and keep abreast of the prevalent economic renaissance in various sectors.

The company also stresses its responsibility toward the air transport industry at the local, regional and international levels. We have already achieved many successes during 2021, a year of endless support for the civil aviation sector by the Custodian of the Two Holy Mosques, King Salman bin Abdulaziz. His Highness Prince Mohammed bin Salman bin Abdulaziz, The attention and follow-up of His Excellency the Minister of Transport and Logistics, Eng. Saleh Al-Jasser, and His Excellency the Chairman of the General Authority for Civil Aviation and the Company's Board of Directors, Abdulaziz Bin Abdullah Al Duailej.

In 2021, we achieved several global awards; the most prominent are the CANSO International Safety Award and the Middle East Technical Excellence and Innovation Award. We are proud that 2021 was the most uncontroversial year for the company's operations.

We will continue to strive for excellence and achievements as they have been over the past years, aiming to achieve the highest efficiency and safety standards.

In conclusion, I thank my colleagues for their valuable efforts to upgrade the services to the highest level so that Saudi Air Navigation Services is always at the forefront and receives the satisfaction of the beneficiaries of the air transport industry.



## BOARD OF DIRECTORS



HIS EXCELLENCE

**H.E ABDULAZIZ BIN ABDULLAH AL DUAILEJ**

PRESIDENT OF THE GENERAL AUTHORITY OF CIVIL AVIATION (GACA)  
CHAIRMAN OF THE BOARD OF DIRECTORS.



BOD Member

**DR. MANSOR BIN ABDULAZIZ AL-MANSOR**

Chairman of the Board of Directors of  
Riyadh Airports Company



BOD Member

**ALI BIN ABDULLAH AL-LAFI**

Undersecretary of the Ministry of Health  
for Financial and Administrative Affairs



BOD Member

**BANDAR BIN ABDULRAHMAN AL-MUHANNA**

Member of the Board of Directors  
CEO of flynas



BOD Member

**CAPTAIN ABDULAZIZ BIN HAMED NAGADI**

Consultant to Chairman of the General  
Authority of Civil Aviation



Executive Member

**ENG. ABDULAZIZ BIN SALIM AL-ZAID**

Member of the Board of Directors - Executive Member  
CEO of Saudi Air Navigation Services Company



BOD Member

**CAPTAIN TALAL AYED AL-MARWANI**

VP of Saudi Airlines Aviation

## BOARD OF DIRECTORS DECISIONS IN 2021

According to Royal Decree No. (M / 78) dated 11/20/1429, 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 28/5/1436, 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 Committee, Nomination and Remuneration Committee, Audit and Risk Committee, and the Executive Committee.

## EXECUTIVE COMMITTEE

Responsible for reviewing investment and contractual plans and studies, reviewing the method of financing the work of these units, reviewing the financial budget of the company, reviewing plans for restructuring the company's activities, periodically reviewing the achievements of the company, and considering what the board refers to it regarding the operational and strategic aspect.

The Executive Committee held six meetings, the most important decisions of which included:

- Recommend the board's approval of the draft work plan and the 2022 financial budget.
- Approval of the air navigation services company contracting with Red Sea Development Company to implement the REDSEA EPC CONTRACT project.
- Approve the contracting of AMAALA NAVAID CONTRACT by Air Navigation Services.
- Approve establishing a project (provision of hygiene and insect control services) on Al-Mahmel Utilities Services.
- Approval of the contract with Thales International Maintenance Service for the system (EUROCAT-X)
- Study the business development of the company.
- Follow-up on periodic reports on the implementation of approved projects.
- Follow-up on periodic reports on the company's performance.



## NOMINATION AND REMUNERATION COMMITTEE

The Committee has overall responsibility for evaluating and approving executive remuneration schemes, policies, programs, compensation, annual bonuses, incentives, and long-term incentives, as well as labor agreements and conditions and any special or additional benefits, and any other bonuses, concessions, or payments, and recommending them to the Council.

The Nominations and Remuneration Committee held four meetings and adopted several decisions, the most important of which are:

- Approval of the introduction of a program entitled "Recruitment-ending training."
- Recommend the appointment of the Chief Operating Officer.
- A follow-up to the Executive Succession Planning program.
- Comprehensive staff preservation study.

## SAFETY COMMITTEE

The Committee is responsible for implementing the International Safety Program, following up on the Directorate of Safety manuals, developing its procedures, and reducing risks by conducting an atmosphere safety study.

Safety Committee held four meetings in 2021. The most important decisions include:

- Approval of Key Safety Performance Indicators for 2021.
- Approval of Safety Programme Action Plan 2021.
- A follow-up to the CANSO safety Global Award.
- Approval of Safety Team Scheduling.
- Support for pandemic recovery planning and business continuity plan.
- Approval of Continuing Safety Risk Management Training.



## AUDIT AND RISK COMMITTEE

The Committee is competent to track the Company's business and verify the integrity of reports, financial statements, internal control, and financial reports, internal audit, and ensure compliance and risk management.

**The Audit and Risk Committee held five meetings and made several decisions, the most important of which are:**

- Recommend lifting the Company's financial statements for the fiscal year ended 31 December 2020 audited by the Deloitte Office of the Board of Directors for approval.
- Recommend for approval by the Board of Directors the report of the Company's auditor (Deloitte) for the fiscal year 2020.
- Recommend not to dividend profits for 2020 and raise this to the Board of Directors.
- Recommend for adoption by the Board of Directors the Company's activity report and financial position for the fiscal year 2020.
- Follow-up on the reports of the State's supervisory authorities.
- Follow-up monthly financial reports to ensure the integrity of the financial position.
- Disseminate the culture of internal audit to all employees.
- Agree to amend the payment and billing procedures.
- Approve the credit policy.
- Approve the internal audit management plan for the next three years, 2022, 2023, and 2024.
- Summary of the results of the Reference Management Reports 2020.



## INTERNAL AUDIT DIRECTORATE

Internal Audit (IA) is an independent department functionally linked to the Audit and Risk Committee and administratively to the Chief Executive; in carrying out its work, the Internal Audit Department has adopted a systematic approach to evaluating and improving the effectiveness of internal control to achieve the company's objectives and protect its assets. Internal control systems provide reasonable assurance for the achievement of the company's objectives. It also plays an important and vital role in helping the company achieve its objectives within a regulatory climate and helping to protect against several risks. IA recommendations, assessments and analyses help all members of the company to discharge their responsibilities effectively.

**The directorate assists in planning, making decisions and achieving the following objectives:**

- Protect public funds and property, reduce fraud and errors, and detect them as they occur.
- Ensure the accuracy and completeness of the financial statements and accounting records.
- Ensure the effectiveness of administrative, financial, and operational processes leading to optimal utilization of available resources.
- Achieving adherence to the entity's binding regulations, instructions, policies, and plans; Achieving its objectives efficiently and systematically.
- Safety and effectiveness of internal control systems.

**The scope of the internal audit department's work includes:**

- Periodic review of the activities of all departments working in the company at appropriate intervals.
- To inform officials of the various departments examined of the results of the audits and examinations; This is to ensure that the necessary action is taken regarding the shortcomings identified during the audit process.
- Oversee the implementation of the observations and recommendations contained in the audit report and prepare periodic updates to the audit committee.

It is empowered to plan, design, and implement audit, fraud investigation, and internal control programs for the company's main and secondary management; To ensure compliance with the company's policies and governance procedures, the Department of Internal Audit also lifts and submits the internal audit plan to the Audit and Risk Committee and implements audit and work to ensure the effectiveness and efficiency of the operational, financial, and technical work.

Standards and guidelines issued by the Institute of Internal Audit IIA constitute the basic reference and regulatory framework for the provision of internal audit services.



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Saudi Air Navigation Services

## SAUDI AIR NAVIGATION SERVICES COMPANY IN BRIEF

CHAPTER

2



## THE ESTABLISHMENT OF SANS



In alignment with Saudi Vision 2030 and the Kingdom's emphasis to develop air navigation services and fostering massive growth in the aviation sector by providing and developing air navigation services, The Air Navigation Services sector was transformed into a company operating commercially on 01/06/2016 according to the royal decree and the decisions of the board of directors of General Authority of Civil Aviation (GACA).

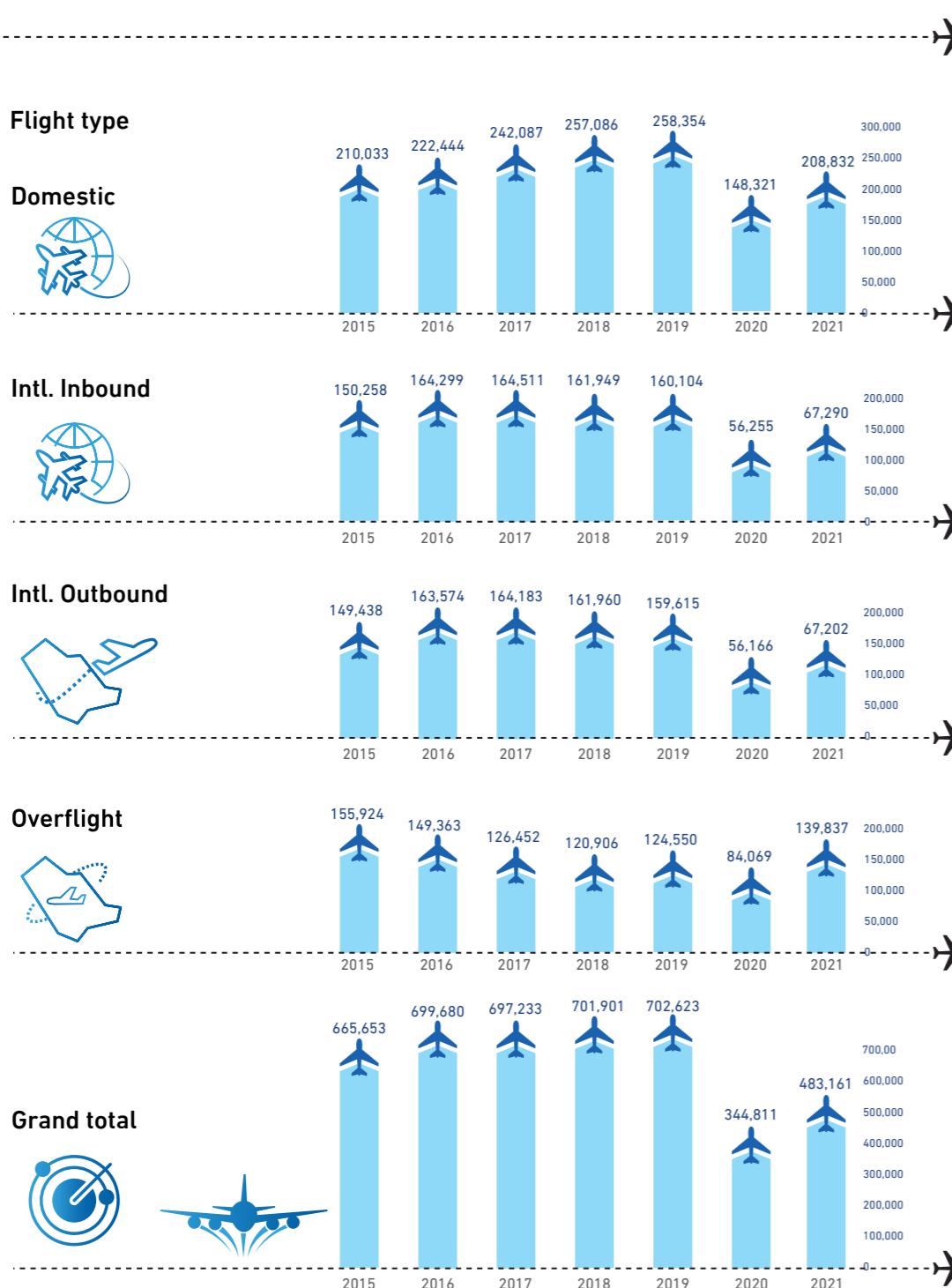
Saudi Air navigation Services (SANS) was established to start its mission of commercial operation in line with achieving its strategic objectives that including the following: To become a high-performance company conforming to the international standards of air navigation service providers, implementing new and proactive

methodologies in the field of safety, providing services to its clients in line with the highest standards, achieving financial and administrative independence and investing in local talents.

Through "Managing skies. Securing lives.", SANS is committed to enhancing the safety, capacity, and efficiency of air navigation services and leading the future of the aviation sector in the Kingdom of Saudi Arabia.

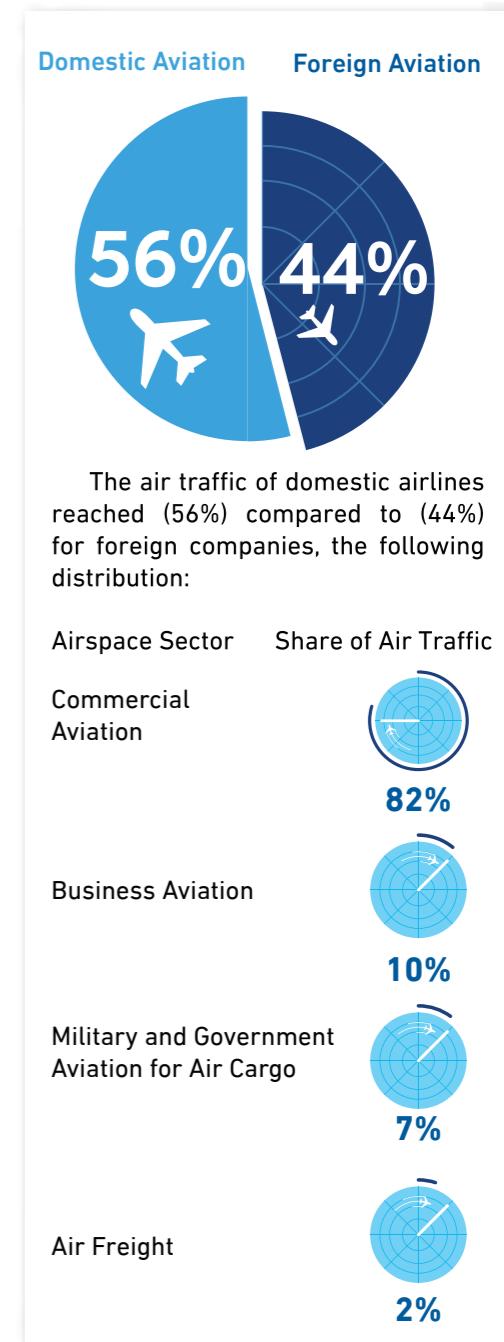


## OVERVIEW OF SAUDI AIR TRAFFIC IN 2021



## TOP CUSTOMERS 2021

Airlines	Share of Flights	Airlines
Saudi Arabian Airlines	31%	السعودية SAUDIA
National Air services (Flynas)	10%	flynas طيران ناس
Qatar Airways	7%	QATAR AIRWAYS القطرية
Flyadeal	6%	طيران أديل flyadeal
Emirates Airlines	4%	Emirates
Egypt Air	4%	EGYPTAIR
Saudi Aramco	3%	أرامكو السعودية saudi aramco
Ethiopian Airlines	2%	Ethiopian የኢትዮጵያ
Fly Dubai	2%	flydubai
Air Arabia	2%	العربى airarabia.com
Other domestic airlines	6%	
Other foreign airlines	23%	



## MANAGING THE SKIES WITH THE LATEST TECHNOLOGY

The Saudi Air Navigation Services Company (SANS) works to serve and develop the airspace of the Kingdom of Saudi Arabia, by adopting several exceptional solutions. SANS by designing the airspace carefully and registering and controlling aircrafts movements and specifying their locations all the time enhanced the safety over Saudi Airspace. By using modern technologies and qualified human cadres, even with the challenges of the Covid-19 pandemic and the conditions facing the world, the Saudi Air Navigation Services Company has managed the airspace and ensured its safety with high efficiency according to the highest standards of quality and safety, as the Saudi Air Navigation Services Company owns the latest navigational systems and devices of which:



### RADAR RADAR

Saudi Air Navigation Services covers the Saudi Airspace and Kingdom's airports with the latest technology radar systems in order to enhance safety and flow management of air traffic in an effective and smooth manner, using Primary Surveillance Radars (PSR) and redundant Monopulse Secondary Surveillance Radars Enhanced Mode S (MSSR Mode S) for Major TMAs.

### ILS Instrument Landing System (ILS)

Provides aircraft with guidance to land and indicates the distance to the reference point of landing.

### VOR Very High Frequency Omni-direction Radio Range (VOR)

Provide the aircraft with the direction from point to point.

### DVOR Doppler Very High Frequency Omni-direction Radio Range (DVOR)

Provide the aircraft with the direction from point to point, and usually used in the areas where there are many obstacles.

### DME Distance Measuring Equipment (DME)

Provides the aircraft with distance to the stations and runway's touchdown point. It is used as subsystem for VOR, DVOR and ILS.

### GPMS GNSS Performance Monitoring System (GPMS)

Monitoring the availability of the required GPS performance over the designated area at Jeddah and Riyadh ACCs.

### RCAG RCAG - Remote Control Air/Ground Wireless Communication Station:

A highly efficient system to ensure a secure communications network between control centers and the aircraft in the Saudi airspace around the clock.

### VSAT VSAT - Satellite Communication System:

A highly efficient backup network that links control centers with communication stations and Radars located at remote places.



### Mobile Tower: Mobile Tower:

A fully equipped mobile Air Traffic Control Tower to be used in case of developing the existing towers or in emergency cases to ensure the tower service continuity.

### ADS-B ADS-B - Automatic Dependent System - Broadcast:

It is a system that receives air traffic data flying in Saudi Airspace through ground-based stations that operate in a manner similar to radar functions and are then distributed to air traffic control systems.

### IFPS IFPS - Integrated initial flight plan processing system

A centralized flight plan processing service to rationalize reception, validation, and distribution of FPL.

### NAFISAT - The African Network of Satellites NAFISAT:

It links the area control center ACC at Jeddah to the NAFISAT satellite network to provide voice hotlines and exchange flight plans with several neighboring countries in Africa.

### VCSS VCSS - Voice Communication Switching System:

A system for controlling audio communication systems between air traffic controllers and aircraft, in addition to communicate between air traffic controllers throughout the Kingdom and neighboring countries. It also includes connections hotlines with several areas.

### MEOSAR

### MEOSAR- The Medium-altitude Earth Orbit Search and Rescue System

The MEOSAR System improves the search and rescue operations in case of emergency for the alert received from planes, people, or vessels.

### A-SMGCS

### A-SMGCS - Airport Surface Movement Ground Control System:

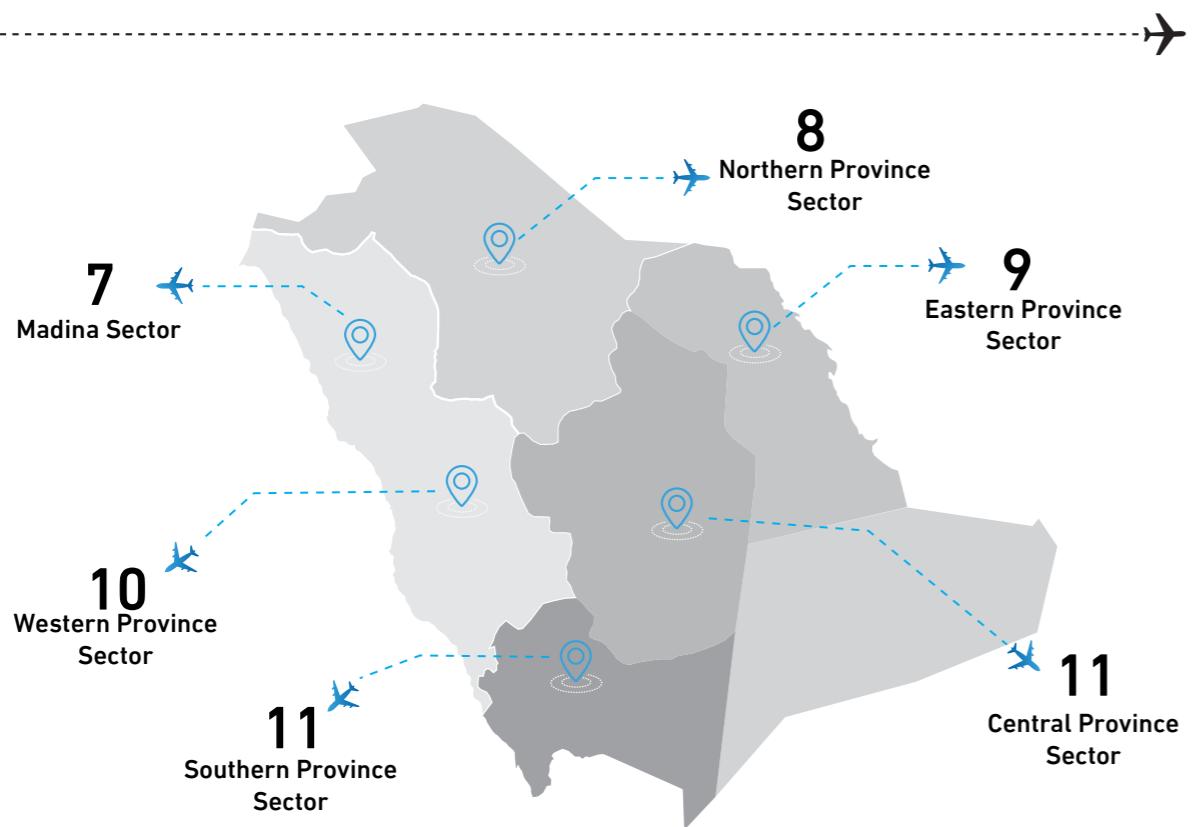
It is a system used to detect aircraft and vehicles inside the airport and is displayed to air traffic controllers to complete visual observations. It is mainly used at night and during low visibility conditions to monitor the movement of aircraft and vehicles.

## FEATURES OF THE INFRASTRUCTURE OF AIR NAVIGATION SYSTEMS

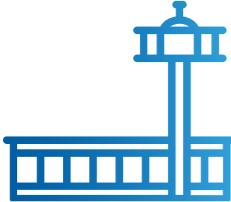
Maintenance Engineering Directorate provides maintenance services for more than (1221) advanced (CNS/ATM) equipment covering (56 Sites) around the kingdom using the latest technology and equipment following the highest quality and safety standards.



1,221  
Advanced  
NavAids



56  
Locations



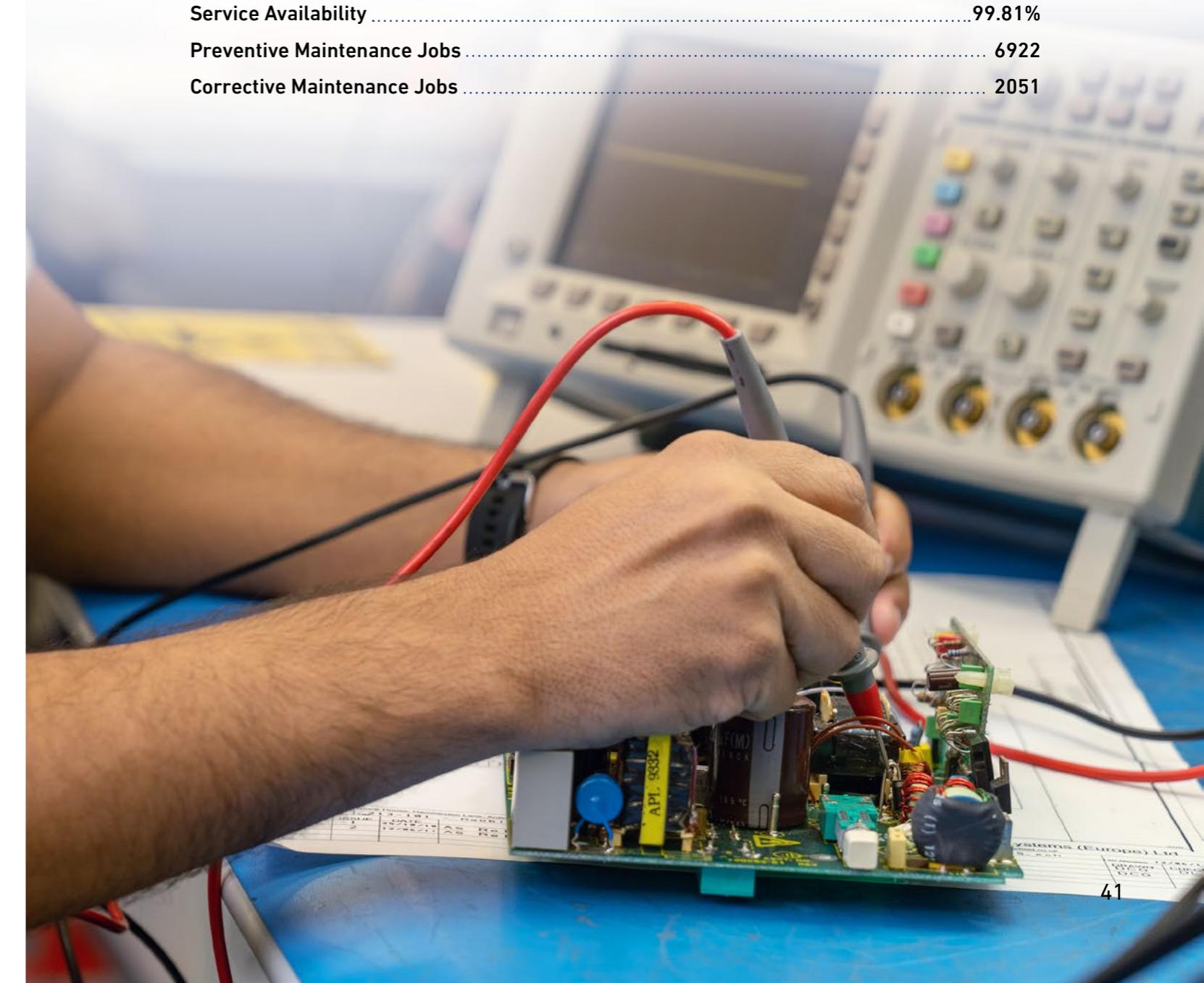
Type	No. of sites	Sector	No. of sites
Airports	28	Western Province Sector	10
Military Airports	9	Central Province Sector	11
Other	19	Eastern Province Sector	9
<b>Total</b>	<b>56</b>	Madina Sector	7
		Southern Province Sector	11
		Northern Province Sector	8
		<b>Total</b>	<b>56</b>

## TECHNICAL PERFORMANCE INDICATORS



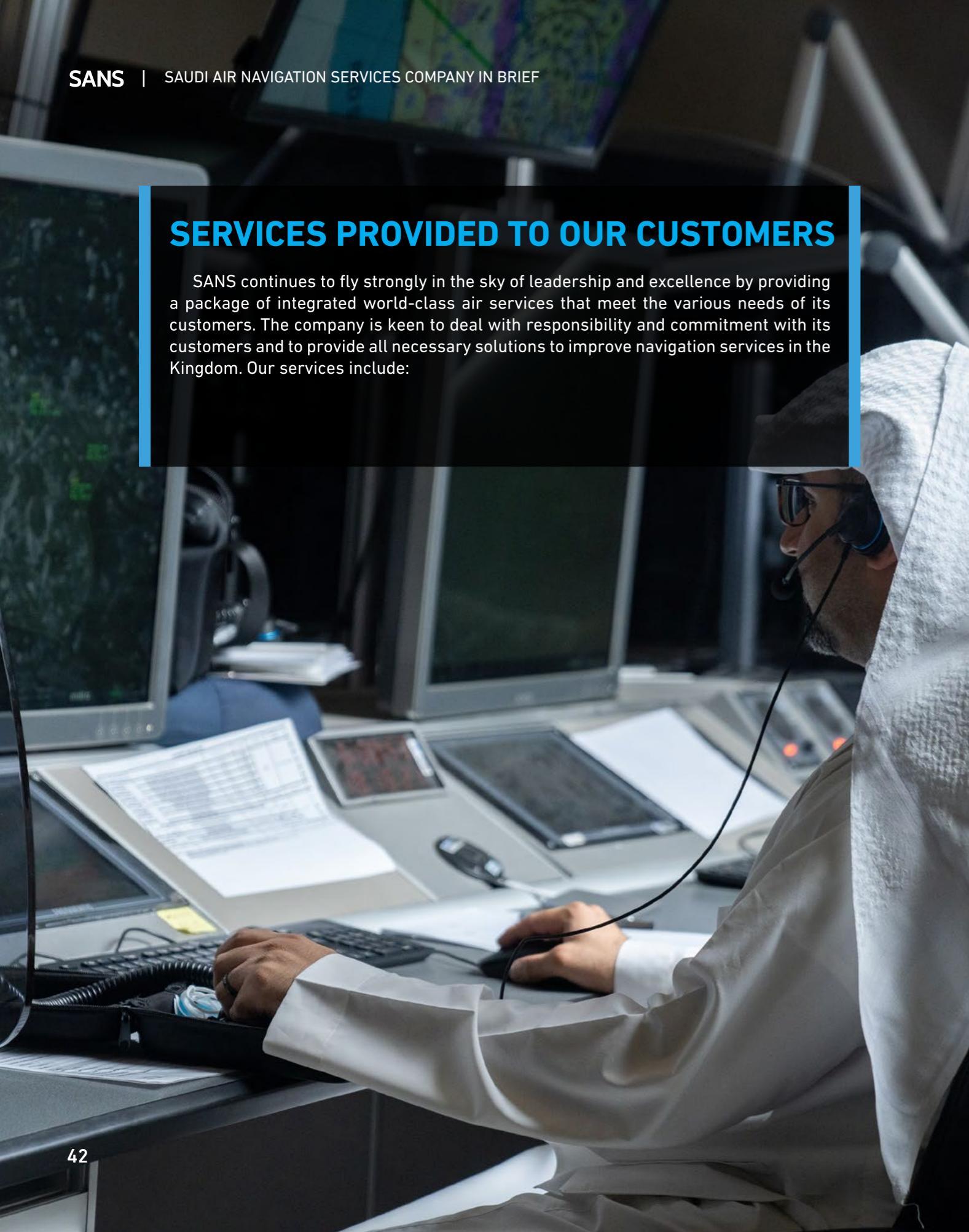
### Results 2021

System Availability	99.86%
Service Availability	99.81%
Preventive Maintenance Jobs	6922
Corrective Maintenance Jobs	2051



## 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

- Provision of flight information for unattended AFIS areas.
- Air traffic management at airports (control towers).
- Air traffic management for approach areas.
- Air traffic management for transit areas.
- Provision of an aviation communication network.



### MAINTENANCE SERVICES

- Providing maintenance contracts for navigational devices and radars.
- Providing measuring and calibration services for navigation screening devices.
- Providing services to develop preventive and urgent maintenance procedures
- Provides planning services for operational requirements.



### AERONAUTICAL INFORMATION SERVICES

- Issuing the Saudi Aeronautical Information publication.
- Obstacle evaluation service around airport runways.
- Flight procedure design.
- Integrated Initial Flight Plans Processing System (IFPS).



### PROJECT MANAGEMENT SERVICES

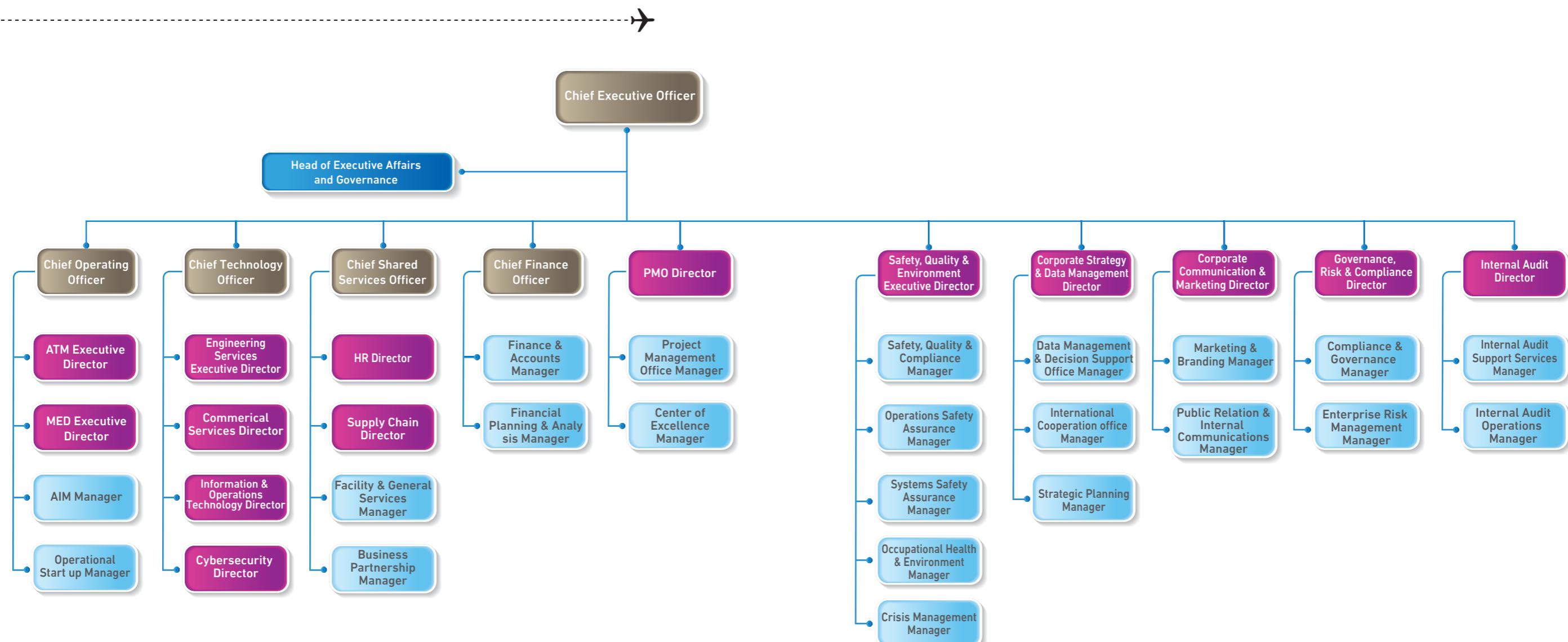
- Designing communication and air navigation systems.
- Implementation of telecommunications and air navigation projects.
- Civil Aviation Radio Frequency Management.
- Research and development in the field of aeronautics.
- Engineering support and consulting services for communication and air navigation systems.
- Air navigation systems preparation services.

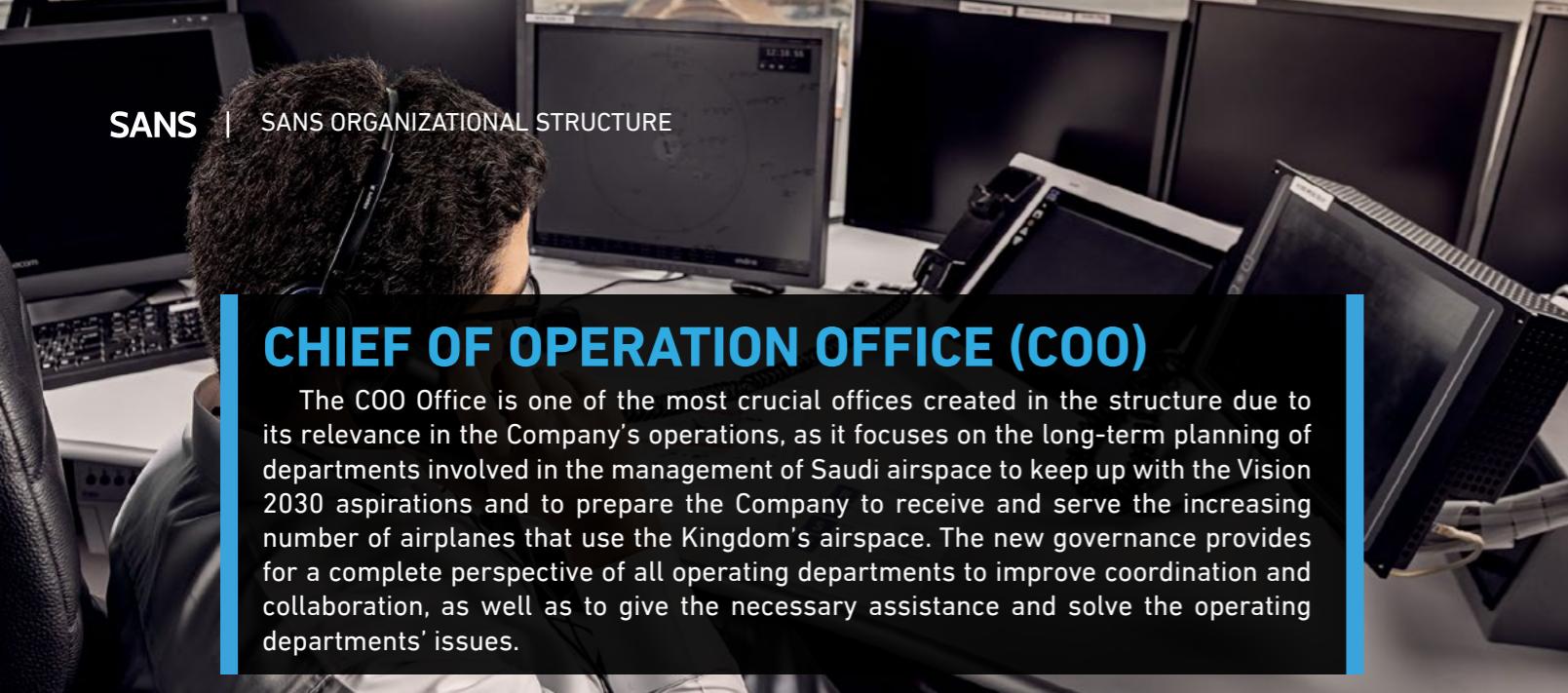


## SANS ORGANIZATIONAL STRUCTURE

# 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 and better way, in line with global standards for air navigation service providers.





## CHIEF OF OPERATION OFFICE (COO)

The COO Office is one of the most crucial offices created in the structure due to its relevance in the Company's operations, as it focuses on the long-term planning of departments involved in the management of Saudi airspace to keep up with the Vision 2030 aspirations and to prepare the Company to receive and serve the increasing number of airplanes that use the Kingdom's airspace. The new governance provides for a complete perspective of all operating departments to improve coordination and collaboration, as well as to give the necessary assistance and solve the operating departments' issues.

## Air Traffic Management Directorate

The Air Traffic Management (ATM) directorate is considered as the focal point for Saudi Air Navigation Services (SANS), it provides the following services:

- Air Traffic Services (Area, Approach, Tower & FIS) at all ATS units ensuring close coordination and collaboration with various customers and stakeholders (adjacent FIRs, air operators, general aviation, military, etc.).
- Airspace design and plan the sectoring of ACCs, approaches, and towers, SIDs, STARS, holding points and Airways (routes) to be implemented with concerned parties for air traffic optimization to achieve higher efficiency and safety compliance.
- Performance monitor and ensure compliance with the safety procedures approved by the General Authority of Civil Aviation and the International Civil Aviation Organization (ICAO).
- Study of the needs of Air Traffic management in terms of human resources, training, licenses, etc. with the implementation of national and international standards.
- Monitoring, validating, and following up on all ATM strategic initiatives, projects, and internal/ external related taskforces in coordination with the company's project management office.

**ATM Directorate provide its services through the following departments:**

- ATS West Sector Department.
- ATS East Sector Department.
- ATM Safety Department.
- Airspace Management Department.
- Workforce Planning and Training Department.
- ATM Development Department.
- Search and Rescue Department.

## MAINTENANCE ENGINEERING DIRECTORATE

Maintenance Engineering Directorate (MED) at Saudi Air Navigation Services plays an important role, as it is responsible for managing the maintenance of SANS/CNS systems at company's facilities (implementation, organization, and control), and developing the company's annual maintenance plan by setting the short-and long-term priorities. It also notifies the concern stakeholders (Aeronautical Information Management and Safety and Quality) of any major system failures.

MED is also concerned with monitoring and evaluating the commitment of maintenance projects in progress to the specific plan and ensuring the progress of the work, quality of performance and delivery on time, and is authorized to take all necessary corrective action against any delay or deviation in performance. MED is also responsible for managing maintenance contracts with systems manufacturers to ensure presence and continuity of service, MED is also responsible for technical evaluation of the selection process for navigational and auxiliary systems maintenance contractors such as (Air-Conditioning, UPS, Generators), supervising their performance and monitoring their commitment to the required quality procedures and safety standards.

MED works 24/7 to control and carry out preventive and corrective maintenance works for all CNS systems through all airports, remote sites and military bases kingdom wide, where all maintenance operations are carried out in coordination with (MCC) Maintenance Control Center, to follow up corrective maintenance, preventive maintenance and coordination with all concerned authorities to ensure the safety and quality of maintenance works and not affect the air traffic safety and ensure rapid response to breakdowns. MED is also kept implementing all the regulation of the General Authority of Civil Aviation for Aeronautical Telecommunication Services providers in the Kingdom.

### Maintenance Engineering Directorate Responsibilities:

- Periodic analysis and evaluation of CNS systems to ensure life cycle and spare parts need.
- Developing training and qualification guidelines for CNS systems.
- Maintain and calibrate test equipment of CNS systems.
- Develop Maintenance and Operation Instruction manuals in compliance with the General Authority of Civil Aviation regulations.
- Repairing electronic, electrical, and mechanical parts of CNS systems in MED Central workshop.
- Qualifying technicians on CNS systems in compliance with the General Authority of Civil Aviation regulations.
- Participating with Engineering Service Directorate on installing and updating systems.
- Provide in house training program for technicians.

### Maintenance Engineering Directorate has eight departments, which are:



Maintenance Planning Department.



Central Province Sector Department.



Southern Province Sector Department.



Eastern Province Sector Department.



Western Province Sector Department.



Northern Province Sector Department.



Maintenance Operation Department.



Madinah Sector Department.

## Aeronautical Information Management Department

The Aeronautical Information Management Department (AIM) is responsible for the provision of Aeronautical Information products to the KSA airspace users according to the requirements of the International Civil Aviation Organization (ICAO) as follows:

- Aeronautical information Publication (e-AIP)
- Supplements to the eAIP.
- Aeronautical Information Circular (AIC).
- NOTAM.
- Pre-Flight Information Bulletins.

The main function of SANS/AIM is to receive, collate, edit, format, publish and distribute the aeronautical information concerning the entire territory of the Kingdom of Saudi Arabia as well as those areas over the high seas in which Saudi Arabia is responsible for the provision of air traffic services necessary for the operational requirements of the air traffic management (ATM) community including the personnel involved in flight operations, flight crews, flight planning, flight simulators and air traffic services units.

SANS/AIM implemented and uses the Quality Management System procedures for the provision of aeronautical information according to the ISO:9001 version 2015 requirements.

In addition, SANS/AIM design, update and distribute all charts related to KSA airspace and aerodromes in accordance with the International Civil Aviation Organization (ATS routes, aerodrome charts, instrument flight procedures charts).

There are four sections under the department, which are:

			
Aeronautical Information Publication Section	Static Database Operations Section	NOTAM Section	Charting Section

## Operational Startup Department

The Operational Startup Department's primary role is to ensure the implementation of initiatives and projects related to Communication, Navigation, and Surveillance (CNS) systems without conflict or impact on the operation and the end-user, in addition to ensuring their readiness for the expected changes of initiatives and projects and that no occurrence of any negative impact on the quality of operational.

The Operational Startup Department objectives are to:

- Ensure that the operational requirements of each project are met at all stages of planning until delivery.
- Ensure that projects are implemented at each location in accordance with safety standards and operational requirements.
- Ensure that projects are implemented at each location in accordance with agreed plans.
- Ensure that several projects are not implemented in one location simultaneously and ensure planning and coordination among them to avoid any conflict in implementation that may affect the quality of service provided and the safety of navigation systems and air traffic.

There are three sections under OSD:

- Startup Planning Section
- Operational Startup Section
- Systems Section



## CHIEF OF TECHNOLOGY OFFICE (CTO)

Saudi Air Navigation Services Company has adopted the latest modern technologies to provide the best air navigation services to manage the skies of the Kingdom of Saudi Arabia. And to ensure the growth of the technical wheel and the development of navigational systems and services throughout the year, The Chief Technology Officer's office performs several tasks; The most important of these is the modernization of air navigation systems according to the best standards of the aviation industry in the world, in addition to ensuring the integration of the various systems used and communication among them, which helps to raise the operational efficiency of the systems. Within the technology sector, there are several departments working around the clock: First, the Commercial Services Department that aims to generate new revenue streams and to develop business and investment areas by implementing projects outside the company's business. Second, the Engineering Services Department, which works to ensure having a reliable infrastructure of communications, navigation, surveillance, and automation systems, as well as supervising projects related to air navigation. Third, the Department of Cyber Security, which works on setting standards and controls to protect our networks, information technology systems, operational technology systems, and to protect our operations from potential cyber-attacks. Fourth, the Department of Information and Operations Technology aims to meet the needs of the Saudi Air Navigation Services Company from systems, software, devices and electronic security in accordance with best practices and standards.



## Commercial Services Directorate

Commercial Services Directorate was established as an enabler to achieve the desired outcome of one of the financial effectiveness objectives of the vision of SANS. The Commercial Services Directorate works to achieve the best achievements and diversification of the company's revenue streams by implementing projects for external beneficiaries within the following business areas:

- Project Management Services (Engineering, Procurement, and Commissioning of CNS-ATM Systems).
- Operational Services.
- Maintenance Engineering Services.
- Informational Services (Aeronautical Studies, Airspace Design, and IFPs Design)

The directorate has also worked on developing a strategy to achieve the following objectives:

- Diversification of unregulated services that aim to increase the revenues of Saudi air navigation services.
- Building innovative technology solutions and ensuring that Saudi air navigation services become an industry leader.
- Create new markets through entrepreneurship.

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

There are three departments under the directorate, which are:

- Business Development Department
- Commercial Sales Department
- Projects & Business Integration Department

## Engineering Services Directorate

The Engineering Services Department is responsible for providing and modernizing the reliable infrastructure for Communications, Surveillance, Navigational Aids Control, and air traffic management, as the delegated unit for the design of Navigation Systems. ESD manages projects related to the navigation systems, considering the latest international technologies, and assessing the risks related to the implementation, operation and change management within the approved budget to contribute to achieving the strategic goals of the Air Navigation Services Company and Airspace Management with the highest safety standards. It also includes updating systems programs, which are a requirement of the General Authority of Civil Aviation (GACA), the International Civil Aviation Organization, and the Air Traffic Operations Department.

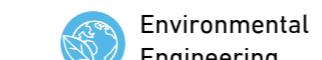
There are four departments under the ESD, which are:



Communication/  
Navaids  
Engineering  
Department.



Automation/  
Surveillance  
Engineering  
Department.



Environmental  
Engineering  
Department.



Planning  
Engineering  
Department.

## Cyber Security Directorate

Cybersecurity Directorate was established in recognition of the importance of data, technical systems, and critical infrastructure in the air navigation sector and their link to the safety of the Kingdom's airspace, and the importance of protecting them from any threats or risks.

## Information Technology & Operations Directorate (IT/OT)

Information Technology & Operations Directorate is responsible for providing secure, efficient, reliable, and cost-effective technological solutions and services to all SANS departments. This includes infrastructure, hardware, software, user support and technology consultations.

The IT/OT directorate comprises four departments:

- Planning and Governance Department.
- Infrastructure and Operations Department.
- Service Delivery Department.
- Enterprise Architecture Department.



Cybersecurity Directorate aims on protecting SANS networks, information technology systems, operational technology systems, hardware and software components, the services they provide, and all contained data from any unauthorized disruption, modification, entry, use, or exploit, in addition to uplifting SANS employee's cybersecurity awareness.



## CHIEF OF SHARED SERVICES OFFICE (CSSO)

Cooperation and unity of efforts complement the work plan to achieve the best potential results. Since its inception in early 2020, the Office of the Chief of Shared Services Officer has been working to provide the necessary support to the Company's employees for them to carry out the work with the best and quickest available means, in addition to achieving the highest satisfaction scores for the Company's staff. The Office includes Human resources directorate, supply chain directorate, facilities and general services, business partners, center of excellence.

### Human Resource Directorate

HR Directorate is divided into four core departments: HR excellence, Organization Development, Talent Management, and HR Operations. HR Directorate is generally responsible for developing and implementing the Company's HR strategy to enhance the human wealth. The mission is to prepare and manage development activities related to the internal human resources systems and work to make the company the main center for developing and maintaining talent attraction through the development and training of employees with necessary programs to enhance their performance and maximize the utilization of SANS employees.

### Supply Chain Directorate

SANS' supply chain directorate is divided into two main departments: planning and procurement, warehouses and movement, as well as the Contract Compliance Section introduced in 2021 to support compliance control operations.

In addition, the provision of such materials includes the creation of qualified suppliers for the supply of such materials and services and the provision of adequate storage space for the effective storage and management of inventory, and the follow-up of transfers and movements from suppliers to major warehouses or between major warehouses and branches.

Supply Management (within the common services sector) empowers other departments to achieve their operational objectives by working with a network of qualified local and global suppliers in various areas, including but not limited to: supply and installation of systems, maintenance of systems, building and utility services, construction projects,... etc. In addition, the Supply Department negotiates with suppliers

to ensure the best trade deals that ensure the success of both parties and the development of strategic relationships where necessary. This supports different departments in reducing their expenditures.

In addition to the storage materials, the Supply Department, together with the Engineering Maintenance Department, plans the need for various spare parts and then works to supply them from its sources and follow up on the various shipments from the beginning of their export from the countries of origin until their arrival at the Company's warehouses and the work involved with multiple governmental bodies such as the General Authority of Customs and the Communications and Information Technology

### Facilities and General Services Department

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 high 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.

Authority (concerned with clearing some pieces of telecommunications systems) to complete their formal procedures. Thus, the operations of inventory management, periodic inventory completion, and the disbursement of inventory to the departments concerned as required in all sectors of the Company operation.

In addition to the preceding, the Supply Department works to complete contracts with suppliers and monitor the progress of contracts with various departments to preserve the Company's rights and the obligation to perform what is contained in these contracts through the Contracts Compliance Section.

### Business partnership Department

The responsibility of the 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.

The Directorate is responsible for 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/ business trips.

## CHIEF OF FINANCIAL OFFICE (CFO)

SANS Finance is responsible for formulating the Company's financial strategic aims, planning and regulating all budget-related operations, and managing variations, as well as handling all accounting procedures, audits, and accreditation. It is also in accountable for ensuring the integrity and preparation of the Company's consolidated financial statements within a specific time frame and in line with Saudi accounting standards.

## SUPPORT SERVICES DIRECTORATE

Support Services Directorate 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 and manage corporate communication internally and externally in the Company.

### Financial Planning and Analysis Department

- Contribute to the formulation of the funding strategy, annual work plans, and department policies and procedures to support division and organizational business strategies.
- Ensure that the Organization's budgeting processes, and relevant entities and business areas work effectively and efficiently towards achieving high operating standards.
- Build and maintain a strong and effective relationship with all other relevant units to achieve the department's objectives.
- Maintain the highest standards of professional conduct, ethics, and integrity in service delivery in the department.
- Payment of participation and satisfaction to all staff within the Section through periodic meetings to discuss achievements and address any staff issues or concerns.
- Ensure that the Organization's reporting processes work effectively and efficiently to achieve financial accuracy and transparency.

### Finance and Accounts Department

- Maintain the highest standards of professional conduct, ethics, and integrity in service delivery in the department.
- Enforce the implementation of procedures and controls in the Section and ensure that all financial accounting transactions comply with the Organization's policies, procedures, regulatory requirements, and preparation standards.
- Provide accurate and timely information to external and internal auditors as appropriate.
- Management of the processing, recording, and archiving of vouchers/invoices and other relevant documents through the supervisors of the Reports Unit.
- Overall responsibility for achieving the department's specific goals and targets.
- Build and maintain a strong and effective relationship with all other relevant units to achieve the department's objectives.

### Safety, Quality, and Environment Directorate

The Safety, Quality and Environment Directorate is responsible for planning, directing and implementing safety and quality management systems and procedures, environmental initiatives and policies, and crisis and security management, in order to enhance a culture of safety, quality, environment and occupational health in the company.

This Directorate coordinates with the relevant members of the Board of Directors (specifically the Safety Board) in reviewing and approving the company's safety policies, procedures and safety plan, and submitting reports on safety performance and trends of air navigation services.

SQE ensures the implementation of the company's approved safety policies and safety management system (SMS) procedures and works to develop and enhance them

There are five departments under the directorate, which are:



Safety, Quality and Compliance Department.



Systems Safety Assurance Department.



Crisis Management Department.



Health, Safety, Security and Environment Department.



Operations Safety Assurance Department.

## Project Management Office Directorate

The responsibility of the PMO Directorate is to oversee and aid the implementation of operational and capital projects and strategic initiatives and to monitor strategic performance indicators to ensure the achievement and success of the vision and strategies of the Saudi Air Navigation Services Company. The main role of the Project Management Office is to define project management standards and ensure that projects and programs are managed in a unified manner. In addition to providing the senior management with comprehensive reports on the general performance periodically to support decision-making. One of the goals is to enable the application of frameworks and work programs that serve project management and achieve the company's goal, such as the

benefits management program. The office supports project implementation mechanisms and initiatives by ensuring that all changes are managed in a controlled manner to assist the company's management in making decisions on financing, prioritization, and resourcing.

The main objective of this office is to set standards for the way of working in project management, as there are technical projects and strategic initiatives that the project management office deals with in order to improve performance and effectiveness. Providing sufficient information in the event of making decisions.

## Corporate Strategy and Data Directorate

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

There are two departments under the directorate, which are:



Strategic and Business Planning Department.



Data Management and Decision Support Department.

## Corporate Communications and Marketing Directorate

Undertakes the task of building and managing the corporate communications and marketing activities to build awareness and general knowledge of the services, achievements, and directions of the company and everything related to it and to build the brand image 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 two departments and one section under the directorate, which are:

- **Marketing and Branding Department**

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

- **Public Relations and Internal Communications Department**

It works to strengthen the bridges of link internally with the company's employees around the Kingdom and externally with the media and respond to their inquiries and questions, and 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 communications programs internally and externally.

- **Customer Relation Management Section**

It manages the relationships of the company's clients, addresses their needs, addresses complaints and suggestions to improve the level of service provided to them, and manages the company's digital platforms.

## Governance, Risk and Compliance Directorate

This department serves as the company's second line of defense, describing the company's integrated governance, risk management and compliance process in an integrated application of regulatory controls and compliance activities necessary to ensure that the SANS complies with all applicable laws and regulations. They can generally be summarized with the following tasks:

- Achieving governance principles, framework and practices that increase the quality and efficiency of decision-making.
- Monitor regulatory changes and track plans to implement regulatory requirements throughout the company.
- Spreading a culture of effective compliance and compliance with applicable laws, regulations, and internal policies.
- Identify, evaluate, report, and address the company's risks in line with risk threshold.
- Enable risk management, business sustainability and document an effective regulatory framework to avoid risks before they occur.
- Transparency and the flow of information to senior management and thus better, rapid and effective decision-making.

With increased awareness of governance, risk management and compliance, we note that leading institutions tend to move towards these systems to achieve the desired benefits. This department is based on ensuring that all departments comply with the rules and laws governing the company's business and activities in accordance with Saudi government laws and the laws of the General Authority for Civil Aviation. (GACA)

It also identifies and deals with all risk factors to reduce or eliminate risks for all departments (e.g., human resources, procurement, contracts, finance, etc.). One of the most important additions achieved by this department during 2021 was the preparation and management of a full record of all the company's risks, the activation of the role and functions of governance at the executive level, the preparation of a comprehensive guide to the framework and policy of governance, in addition to the work of many awareness courses for all management of the company in terms of governance, risk and compliance.

There are two departments under the directorate, which are:

 Enterprise Risk Management Department.

 Governance, Compliance Department.





COMPLETING TRANSFORMATION  
PROGRAM IN SANS DURING 2021

CHAPTER  
4



## COMPLETING TRANSFORMATION JOURNEY IN SANS DURING 2021

The aviation industry is one of the most critical sectors of the global economy and an essential element of its empowerment and linking it to international 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 role.

The ambitious strategy adopted by the company 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 enable the various sectors in the aviation industry in the Kingdom to reach its goals. Despite the many challenges that the company faced, it continued building and shaping its future. It dealt in a skilled professional manner with all these challenges. It achieved balanced growth thanks to its strategy that combined flexibility, innovation, 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 the acquisition and continuous improvement in 5 fundamental pillars, the company has formulated its plan, which are:



Safety



Operational efficiency



Human resource



Financial efficiency



Strategic partnerships

MAKE  
CON



## AN HONORABLE ACHIEVEMENT A DREAM CAME TRUE

### SAFETY

Safety is one of the most important axes of the aviation industry. The concept of safety extends to:

- Air safety.
- Safety of the offices and premises of the company's employees
- Cybersecurity.

All components of the air transport industry include sectors and activities related to workers, working environments, maintenance workshops, offices, and the company's projects. SANS always seeks to strengthen safety management systems in all its facilities and make them a strategic priority to achieve the highest global

safety standards, developed several effective programs to spread a culture of safety among its human cadres, and adopted international best practices and modern scientific methodologies in proactive and preventive risk management.

#### Vision of the safety pillar in SANS:

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

#### Most notable achievements:

- The year 2021 was the safest for our operations in Saudi airspace; SANS did not record any severe or significant facts confirming the capabilities and capabilities of our national cadres that have been qualified and trained at the highest levels and our newest navigation systems globally.
- The World Air Navigation Services Organization announced that Saudi Air Navigation Services won the fifth place

globally in the Safety Award after competing with a large number of companies in the world, the only company on the final list of the best global participants in the Gulf and Middle East. The win reflects the important position of the civil aviation sector in the Kingdom globally, translates its great interest in air safety and the efficient performance of air monitors, and enhances Saudi Air Navigation Services' position as one of the pioneers of the aviation industry regionally and internationally.



- **NEW ATM Aeronautical Systems and Procedures Development.**  
The primary air traffic management system and air navigation procedures (Eurocat-X) have been replaced with INDRA and introduced for service at King Abdulaziz Airport, Jeddah, King Khalid Airport, Riyadh, King Fahd Airport, Dammam, and a complete approach control system at Abha Airport. In addition to completing connectivity work in 12 remote control towers to provide effective and safe control of air traffic.
- **Project for the Development and Updating of Communications Systems in Air Control Towers.**  
Replace existing Voice Communication Switches (VCSS), Radio Systems, and Recording System in the Air Control Tower at Qassim Airport by introducing the latest Internet Protocol (IP) in the field of voice communications.
- **Establishment of the Tower 2 observation site at the Jeddah Air Control Tower and training of 68 tower observers (LOCAL-2), reduction of blind spots at King Abdulaziz International Airport, and reduction of work pressure on tower observers.**
- **Improve the system of the Saudi Search and Rescue Centre (SAMCC).**
- **Operation of the approach to King Abdullah bin Abdulaziz Airport (Jazan Airport).**
- **Renewal of the Saudi Air Navigation Services Company's aviation security program.**
- **Safety Campaigns**  
Create a Quality and Safety Guidance Manual  
114 Safety Awareness Bulletin  
Runway Safety Initiative  
10 workshops to make sure a safety management system is applied  
5 workshops to make sure a quality system is applied  
7 workshops to ensure the application of Civil Aviation Authority regulations
- More than 40 references have been verified to comply with the standards according to the legislation of the General Authority for Civil Aviation.
- 10 matrices conforming to more than 1,179 requirements and legislation of the Civil Aviation Authority have been developed.
- **Safety of Air Navigation Services Company's facilities.**
- Development and signing of the Safety Systems Maintenance Contract for Saudi Air Navigation Services Company facilities at Jeddah Main Center, Riyadh, and Medina.
- The installation of the firefighting system in the human resources archiving and supply management rooms has been completed.
- Maintenance of a range of safety systems has been completed in the following areas: Jeddah Headquarters, Riyadh, and Medina.
- Among them are the number (402) fire extinguisher, replacement number (308) emergency lights, replacement number (141) first aid box, maintenance number (54) emergency door for the system, maintenance number (7) fire control systems, and maintenance number (19) fire alarm systems.
- **Conduct risk assessment activities and control all company risks throughout the year, and establish the key risk index KRIs.**
- **95% conformity with CANSO's requirements for Level C safety management system.**
- **Integrate the requirements of the exhaustion risk management system for air navigation services into the company's safety management system.**
- **Update and validation of the Safety Management System Manual from the General Authority for Civil Aviation.**
- **Spread the culture of safety and quality within Saudi Air Navigation Company by organizing several training courses for the company's employees.**
- **Standardization of Saudi Air Navigation Services' documentation in terms of requirements and standards according to the quality regulations within the company and following the ISO 9001-2018 standard;**
- **Renewal the 45001 Occupational Health and Safety Management System Certificate: ISO 45001- 2018 by International Standards Organization (ISO) without any notice to Saudi Air Navigation Services Company.**
- **Renewal of ISO certificate for General Department of Maintenance Engineering and establishment of safety dashboard for General Department of Maintenance Engineering**
- **Building cybersecurity strategy**
- **The Cybersecurity Department has successfully implemented an "active attack assessment" to identify any active threat that enables it to override the technical controls used**
- **The cybersecurity team from Air Navigation Company achieved the first position in Saudi Arabia and the sixth of 200 global teams in @hack event within the Riyadh season, organized by the Saudi Cybersecurity, Programming and Drones Federation and in partnership with BlackHat and the General Entertainment Authority**



## OPERATIONAL EFFICIENCY

SANS adopts operational efficiency as a constitution to upgrade by adopting the latest air navigation technology to serve its customers and strengthen the Kingdom's position as a significant focal spot globally. The company has adopted all of this and more to serve its customers optimally. 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 of SANS:

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

#### Most notable achievements:

- SANS has been awarded Middle East Technology Excellence Award 2021, it's an award set to honor leading companies in the field of technological innovation. The solution contains building and designing the Maintenance Control Center (MCC) with the latest facilities and technology and create Remote monitoring infrastructure to cover 56 sites across the kingdom, design and develop Maintenance Management system in-house to manage all maintenance activities around the Kingdom.
- Launch of three new MMS software modules
- Spare Parts Management Unit.
- Maintenance and Document Sharing Unit.
- Follow-up unit on procedures resulting from internal and external auditing.
- Design and develop the system to monitor communication services and voice communication stations ground-to-air maintenance control center.
- Design and development of a monitoring system for the uninterrupted power supply units in the Maintenance Control Center.

#### • En-route Coverage Enhancement

Five (5) new Remote-Control Air /ground (RCAG) stations were added to the existing 22 RCAGs locations. These new locations are Jazan, Al Qunfudhah, Dammam, Afif , Thabholten. The project included building communications masts and equipment shelters.

#### • Integrated initial flight plan processing system (IFPS)

A centralized flight plan processing service was installed in Jeddah as main and in Riyadh as Standby to deal with the traffic demand in Kingdom of Saudi Arabia to satisfy the ATC services requirements. The IFPS rationalize reception, validation, and distribution of FPL.

#### • Monopulse Secondary Surveillance Radar (MSSR)

MSSR at both King Abdulaziz International Airport in Jeddah and King Khalid International in Riyadh and King Fahd International Airport in Dammam were replaced and a new system in King Abdullah in Jazan were commissioned and connected to the New ATM system.

#### • AIM - Aeronautical Information Management System

The Aeronautical Information Management System (AIM) produces and distributes all elements of the Integrated Aeronautical Information Package (IAIP). Processing and distribution of aeronautical

information and aeronautical data are based on ICAO and GACA Regulations.

#### • Power Source Enhancement

Umm Almelh site, 3 generators were installed and commissioned successfully while ESD received 13 generators for phase 1and the installation will start as per the scheduled plan. Then the delivery and installation of the remaining 13 generators of Phase 2 will start.

#### • KFIA PUP for tower and App building

Increase the redundancy of the power feeders by adding a second UPS line for all the CNS/ATM systems in addition to the critical load to enhance and secure the power source and update the drawings based on the approved standard.

#### • Mini-STS for Indra system at JACC

Mini-STS's were delivered for Indra system (positions) at Jeddah ACC to improve the power source supply for each position to avoid any interruption due to power failure.

- Riyadh & empty quarter sectorization.
- Establish new AMHS links (Muscat, Doha) according to ICAO recommendations.
- Optimizing separation standards in Dammam CTA – 5NM SRA.
- More than 560 actions taken to maintain ATC license validity.

- Jeddah and Medina PBN Implementation and Associated Airspace Changes.
- OLDI Connection with adjacent units.
- Develop and create new areas for King Faisal Air Academy (OEKF).
- The establishment of a project to supply and install mobile security surveillance cameras in the Company's remote locations containing air navigation systems and radars and linking those sites to a consolidated operations center operating 24 hours a day to monitor those sites to increase its security protection efficiency using modern security technology.
- Completion of corrective actions in supply management and complete review of standard procedural manuals resulting in the closure of all previous observations from internal audits.
- Developed Corporate Governance Framework.
- Improved SANS Policy Documentation Process.
- Developed Archiving Policy.
- Provide support for Archiving system project.
- Updated all ERM documents, risk profile and activities.
- Enhanced ERM Maturity Level and created new ERM Dashboard.
- Developed Enterprise Risk Management framework and Activated ERM Committee.
- Develop new SANS website.
- Launch Archiving System.
- Implementation of a new independent Enterprise Resource Planning (ERP) system to manage the operations of the company's activities as an alternative to the previous system on GACA network.
- Succeed in automating 140 of ERP business processes by 222%.
- Established the new cloud-based data center (IAAS) and migrated all SANS IT critical applications (100%).



## HUMAN RESOURCES

SANS was only able to accomplish these outstanding achievements in our transformation program fast thanks to the hands of the company's highly qualified employees, their dedication, and passion for their work. The employees of SANS are its most valuable asset and the primary driver of its transformation. Therefore, we always strive to provide a unique, 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:

- **ATC Roster Planning System**  
As part of the ATM continuous development, the ARPS will be very helpful in defining the work force needs, requirements & schedule in all ATS units all around the kingdom. It becomes the main tool helping the supervisors concentrating on their technical functions rather than any administrative jobs.
- **Established the Cybersecurity Talent Program (CTP)**  
This program aims into enhancing the cybersecurity capabilities within SANS by attracting top talents into our digital space.
- **Training and educational courses**
- Launch of a learning management system with an educational office aimed at providing ready and available 24/7 training content.
- Graduation of the second batch of Qiyada leadership program, which aims to develop the leaders in the company.
- 52 training sessions involving 356 professionals were held within the annual training plan, including 79 professionals within the initiative of a multi-specialized professional program.
- 48 new staff members were trained in the specialized training facilities of Maintenance Engineering to be qualified in the maintenance of navigational systems.
- 299 new certificates of qualification have been issued for professionals in the specialization of the maintenance of navigational systems.
- Completing the procedures of appointing 34 air traffic controllers graduates from scholarships program.
- Completion of the recruitment of 115 air controller trainees and 24 maintenance technician trainees.
- More than 130 trainees have been trained through the program of training and cooperative training with a number of universities based on social service.
- More than 100 workshops for users and technicians to raise awareness of available technology and their uses.
- Promoting a culture of governance, compliance and risk through awareness sessions, workshops and the Learning Management System (LMS).
- Implement SANS culture survey and applying corrective plans to further improve (administrative - information systems - communication - development and training).



## FINANCIAL EFFICIENCY

The growth strategy pursued by SANS is based on its corporate values, which have contributed significantly 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 characterized by coordination among them, which enabled it to face one of the most critical 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 on 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:

Considering the efforts of the Commercial Services to diversify sources of income, the company has succeeded in signing commercial services sales contracts to external beneficiaries at a value of 99 million SAR during 2021, which included signing project management and informational services contracts for several airports, agencies, and government and private companies. Accordingly, the Saudi Air Navigation Services Company succeeded in utilizing its internal resources and expertise, along with a partnership with some system suppliers, in delivering a large percentage of the signed contracts and achieving the expected revenues during 2021.

- **ILS/DME For Al Ula Airport**

This project included new Instrument Landing System (ILS/DME) CAT II at AlUla Airport. Installing the ILS / DME system and configure it to meet the ICAO CAT II requirements. Commission of the ILS / DME system.

- **ATC tower for Sela**

SANS supplied the MATS Tower project for Sela Company, which included the supply, installation, testing, commissioning, and operating of the MATS tower that was used at the World Defense show 2022.

- **Signing of a three-year radar maintenance contract for Medina Airport with (Thales).**
- **Signing of a one-year contract for the maintenance of a communications system (VCSS) with (Frequentis).**
- **Signing of the billing system contract with (Airways) for three years.**
- **Signing of an aerial inspection contract with (Samana Special Mission) for three years.**
- **Financial provision was made for Jazan Water Tank Cleaning Project compared to the only official bid by the (initial company).**
- **Improved spare parts inventory planning and collaboration with the General Department of Maintenance Engineering, resulting in reduced expenditures under this budget line, and a mechanism to review the requirements and supply plans with a view to achieving long-term sustainability.**
- **Improve the value of Microsoft Office 365 subscription contract by saving 12% of the value of the base contract.**
- **Financial Crisis Management Strategy**

The company pursued a clear strategy to manage this crisis, starting with the formation of a committee and team to implement this strategy and achieve the desired objectives of emerging from the crisis and improving the solvency. The strategic plan period from 3-4 years started with the plan to survive and then recover and then return to normal.

**This strategy has included many plans and initiatives, including:**

- Rationalization of expenditures by priority.
- Negotiate with suppliers and customers regarding payment terms.
- Diversification of sources of income.

- Finding sources of financing such as obtaining facilities from banks or government agencies.
- In addition to the development of many models and tools that have contributed significantly to the management and follow-up of plans.
- **Electronic billing project (Phase I) imposed by the Tax, Customs and Zakat Authority of Saudi Arabia.**

**Objectives:** To identify the controls, requirements, technical specifications, and procedural rules required to implement the provisions of the Electronic Billing Regulation for: a. The issuance of electronic invoices and electronic notices, including those relating to the processing and preservation of electronic invoices and electronic notices, which apply to all persons subject to the electronic billing regulation on the 4th of December 2021.

- **Deliverables:**
  - Issuing all invoices and tax notices to be issued in a system within the specified periods, electronically from the day after the expiration of the deadline specified in Article VII (b) of the Electronic Billing Regulation.
  - To comply with all the provisions contained in the electronic billing list in addition to the controls, requirements, technical specifications and additional procedural rules contained in this resolution and annexes 1 and 2 and any decisions of the receivable made in respect of electronic billing.
  - All electronic invoicing requirements have been added to the company's invoices and all types of invoices and have been programmed electronically in the company's internal systems.
  - Comply with the requirements of record-keeping, electronic invoices, electronic notices and related data referred to in section (V) and any other requirements under the applicable regulations.



## STRATEGIC PARTNERSHIPS



Air Navigation Services Company is proud of its commitment to its customers, and outstanding services with the highest reliability, efficiency and safety. The company also focusing on establishing a partnership with the most prominent air navigation service providers to benefit from their expertise in order to adopt innovative solutions that will help to strengthen relationship with the customers, enhance their satisfaction, and fulfill their operation needs.

### Vision of the strategic partnerships pillar:

Strengthening relationships with stakeholders and enhancing customer satisfaction.

### Most notable achievements:

#### • A strategic partnership to develop the concept of a virtual tower

In line with the strategic objectives of the Kingdom's Vision 2030 to develop and localize modern technologies in the Kingdom, and the strategic objectives of the Saudi Air Navigation Services Company related to developing strategic partnerships with global partners, the company represented by the Technology Division has established and developed a framework for cooperation with the Spanish company Indra systems to work on Developing the concept of the virtual air control tower system, in which the conventional control towers are dispensed with and replaced by a state of the art control systems that are installed at airports and are remotely controlled, which have positive repercussions on the level of safety, service effectiveness and environmental preservation, in addition to reducing the cost of operation and maintenance.

Moreover, efforts will take place to develop a framework for a project to install the first virtual control tower at Al-Ula International Airport, in addition to working on signing an agreement to establish a future partnership between the two companies in this field to develop business and provide the system and service of the virtual air control tower to customers in the Middle East.

#### • Business partnership to provide maintenance management system

The Saudi Air Navigation Services Company (SANS) and the French company Thales have successfully established a commercial partnership agreement to provide the maintenance management system that was developed at the Saudi Air Navigation Services Company.

This agreement emphasizes on the two companies cooperate to market the system as follows:

- SANS's role in developing the system is technically in line with the requirements of the target parties and according to the highest operational and safety standards.
- Thales' role in meeting the requirements of the system from a commercial point of view in a competitive manner that ensures continuity and expansion in the future
- The next step is to ensure that the system is operational and commercially ready, with a go-to-market plan in place.

#### • SITA Agreements

This agreement was developed to build a collaboration between SITAONAIR and SANS in providing ATS & AOC Air-to-Ground communication data link services that ensure efficient operation in SANS through installing a CATS and VHF ground stations to optimize the KSA datalink infrastructure. This project included installing 21 VGS stations around the kingdom to provide data link communication services.

#### • Several service level agreements have been signed with each of the following:

- General Authority for Civil Aviation/Airports Sector for 23 regional and local airports and start activating maintenance services.



## LIST OF INTERNATIONAL AND REGIONAL PARTICIPATION



Local, regional, and international participation has great importance in keeping pace with the air transport industry's development and enhancing the company's position as a regional and global leader.

Highlights of local, regional, and international conferences held in the presence of the company and the participation of several Aviation entities and stakeholders as follows:

- World Air Traffic Management Congress held in Madrid, Spain, from 26 to 28 October 2021.
- Dubai Airshow from 14 to 18 November 2021.
- World Air Traffic Conference, held remotely from 19 to 20 May 2021.
- Virtual employment exhibition, organized by the Ministry of Communications and Information Technology and held remotely from 29 to 31 November 2021.
- Technical Employment Forum organized by the Technical College of Jeddah, held in Jeddah from 15 to 16 December 2021.

## World ATM Congress 2021

The Air Traffic Management Congress was held in Madrid, Spain, from 26-28 October 2021.

The conference is one of the most important international specialized conferences, with more than 170 exhibitors and 5,400 specialists from more than 117 countries. It included senior officials of air navigation and civil aviation worldwide. Experts in the field held rich seminars and workshops.

Our participation enhances the company's presence in global forums to learn about the best and latest technologies, systems, and practices adopted to improve air traffic safety and quality, keep abreast of it and conclude strategic partnerships to continue our journey to leadership.

During the conference, Saudi Air Navigation represented a delegation of the company's leadership team led by Chief Executive Officer Eng. Abdulaziz bin Salem Al Zaid.



## DUBAI AIRSHOW



Dubai Airshow was held from 14-18 November 2021 under the patronage of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President of the United Arab Emirates and Prime Minister of Defense, The Governor of Dubai. Dubai airshow combine Aviation opportunities and display of state-of-the-art aircrafts, the latest technology in the air transport industry, and holding seminars and bringing together more than 150 industry experts. Our participation was within the pavilion of the General Civil Aviation Authority to publicize the company and its essential role in maintaining the safety of the region's airspace, as the largest airspace in Middle East with of more than 2 million km<sup>2</sup>.

**Chief of Shared Services, Eng. Wahhaj Motawie** participated as a keynote speaker at the Conference in the interactive session (updating the New World Training Regulations), during which he emphasized the following:

- We have prioritized training and staff development above all circumstances, especially during the covid pandemic, by changing the training mechanism to ensure its continuation.
- The General Authority for Civil Aviation has contributed to enabling us to continue remote training of some programs for ATCOs

and maintenance engineers and technicians. The tele-training mechanism has been permanently adopted, for its effectiveness in continuing development.

**The most prominent Saudi air navigation highlights during the participation in the Dubai Airshow were:**

- To share the latest achievements and challenges of the company during the past period.
- Review the most prominent and up-to-date techniques used to manage the largest airspace smoothly and safely.
- Participation in plans that contribute to increasing the capacity of Saudi airspace.
- Collaborate with stakeholders and take advantage of their experiences in the field.
- Review our most important strategic partnerships and global agreements and their role in developing our services.
- Talk about our role in settlement by qualifying and supporting national cadres in our field.
- Study the possibility of providing digital towers at the Kingdom's airports with major aeronautical systems companies.
- Publicize the efforts of navigation engineers and technicians in innovating the maintenance management system MMS and its role in air traffic safety.





ICAO

The World Air Traffic Conference was held remotely from 19-20 May 2021, organized by the ICAO Regional Office for the Middle East. SANS was represented by International Cooperation manager as a keynote speaker at the conference during the interactive session (the economic impact of the Coronavirus pandemic on air navigation service providers).

The International Cooperation Manager speaking points during his participation in the conference:

- The most crucial cooperation partnerships during the pandemic.
- Highlights of the past period.
- Industry's priorities in the next phase.
- CANSO future look.
- The magnitude of the impact on air traffic in the world's regions.
- Losses on air navigation charges during 2020.



## VIRTUAL EMPLOYMENT FAIR



The Ministry of Communications and Information Technology organized a Virtual Employment Fair (Ayam) to create a sustainable model to develop digital skills and contribute to bridging the gap between supply and demand of the labor market, with the participation of several employers, from 29-31 November 2021.

SANS participated in the exhibition along with major companies, authorities, and ministries, based on their responsibility towards contributing to the localization of jobs and attracting young national competencies. Saudi Air Navigation Services participated in the events of the virtual employment exhibition for the telecommunications and information technology sector.

Through its participation in the exhibition, it sought to target national competencies, pride of the country's youth, confidence in their abilities and skills, and keenness to participate in initiatives supportive of job creation for Saudi youth and to benefit from promising national cadres, which are the fundamental pillar of making a digital future that enables the Kingdom's Vision 2030.

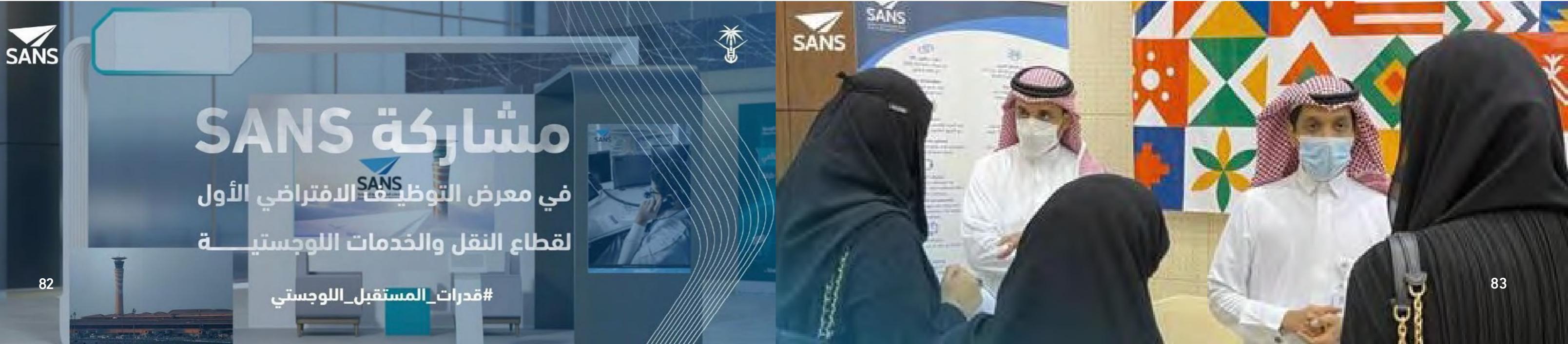
SANS was recognized for its active contribution to the exhibition and Chief of Shared Services Eng. Wahhaj Motawie, received the honor shield.

## TECH EMPLOYMENT FORUM



The Technical Employment Forum took place from December 15 to 16, 2021, in the presence of His Excellency, the President of Technical and Vocational Training Corporation. It included an employment fair, seminars, talk sessions, and professional workshops presented by a selection of experts and academics in the Kingdom to provide modern and suitable career opportunities for the country's youths according to their professions and qualifications.

The company participated in the meeting to introduce graduates to the company and its leading role in maintaining the atmosphere's safety and showcasing the job and training opportunities available to the company.



## HIGH-LEVEL CONFERENCE ON COVID (HLCC)



ICAO held a high-level conference on the coronavirus pandemic virtually (remotely) under the heading "One vision for aviation recovery, resilience, and sustainability after the global pandemic" With the participation of 129 representatives of 139 different Organizations, they were presented by the heads of civil aviation authorities of the participating states or their representatives, as well as specialists in the areas related to the themes of the conference, including a number of officials of the General Authority for Civil Aviation and Saudi Air Navigation Services, where the conference was held on three tracks; Plenary, which is the lead track for the presence of mission leaders and the discussion of the conference's key decisions and outputs of the conference's recommendations, Safety Track to discuss issues related to the safety of civil aviation and the formulation

of safety recommendations, and Facilitation Course. In general, the conference made recommendations consisting of fourteen items in their entirety, stating the need to accelerate the recovery of the civil aviation sector. And States' cooperation in sharing experiences and lifting travel restrictions in coordination with their stakeholders and recognizing the International Civil Aviation Organization's assistance efforts to develop methods to mitigate the effects of the pandemic, It was important for States to support aviation industries that had faced lower incomes owing to sharp reductions in air traffic.

## SEMINAR ABOUT THE TRANSFORMATION OF AIR NAVIGATION SERVICES IN SAUDI ARABIA



A virtual Seminar was held for Chief Executive Officer Eng. Abdulaziz Bin Salem Al Zaid, which was posted on the official website of the Civil Air Navigation Services Organization CANSO and its social media accounts, where the talk addressed the historical stages of the development of air navigation services in Saudi Arabia over several decades. From the beginning of the provision of air surveillance service, and through the most basic stations during the successive changes to the

arrival of an independent entity known as Saudi Air Navigation Services (SANS) acts as a provider of air navigation services (ANS), qualitative transfers passed through the new company during the first three years of its establishment and working according to a modern institutional style, formulating the company's strategy and working to apply it accurately, developing an ambitious future vision in line with the national vision (Vision 2030).

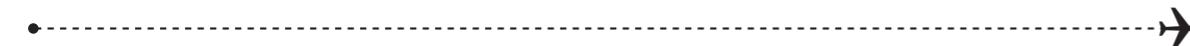


## GENERAL ASSEMBLY OF EUROCAE

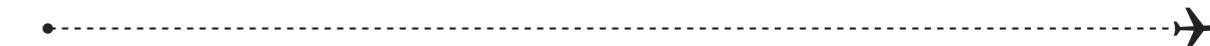


The European Civil Aviation Equipment Organization (EUROCAE) held its fifty-seventh General Assembly virtually (remotely). The most important aspect addressed was the statement of the Director of Transport of the European Commission, Ms. Christine Birch Report of the previous General Assembly. Report of the President of the Council, Mr. Jane-Christophe Albuy Report of the Secretary-General, Mr. Christian Schleifer. Elect new members of

the Governing Council of the Organization and elect a Chairman, adopt the decision of the annual meeting, and adopt the new ceiling on membership fees resulting from a reduction in the number of members, especially from small companies. The next General Assembly (EUROCAE 58th GA) was adopted on April 29, 2022 in the Polish city of Warsaw.



## ANNUAL MEETING OF CANSO

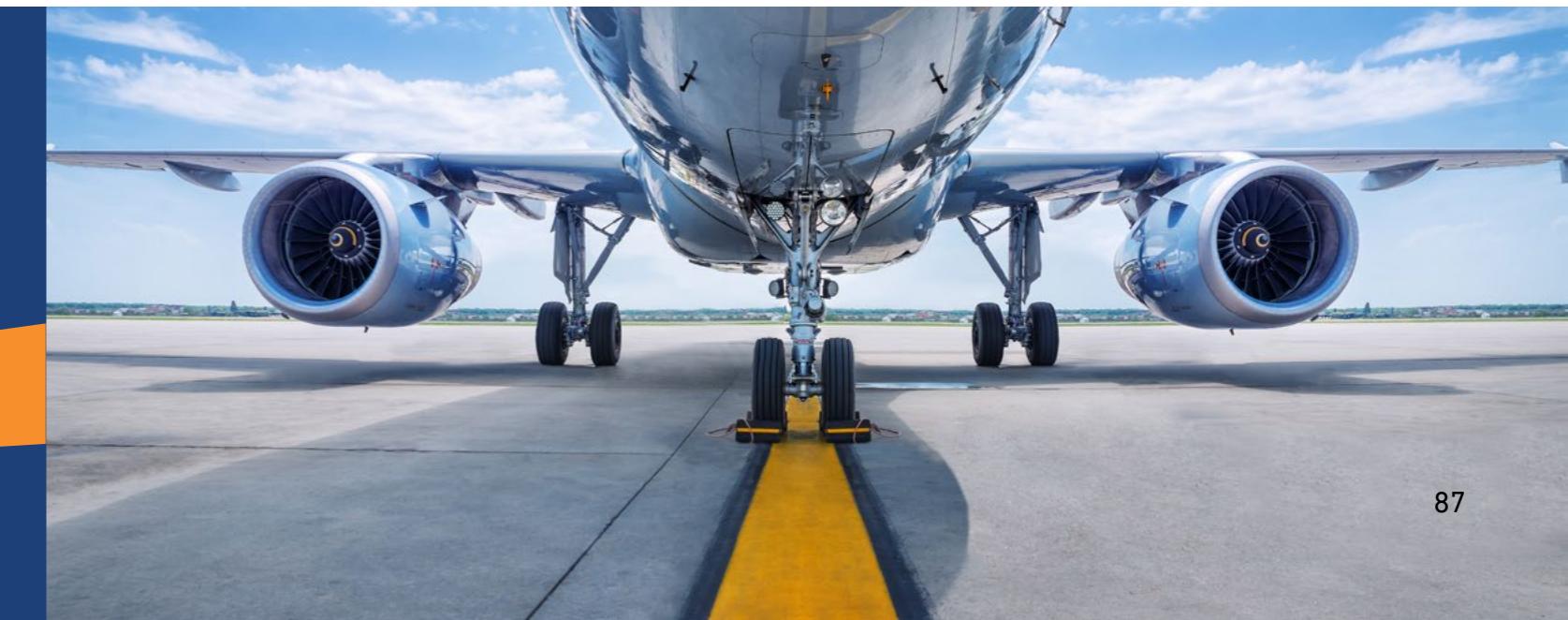


The Civil Air Navigation Organization (CANSO) held its annual meeting (Annual General Meeting) on October 25, 2021 in Madrid, Spain, after holding it in 2019 and 2020 remotely. Dr. Saleh al-Ghamdi (Executive Committee Member) and (Liaison Delegate and Member of the International Relations Committee in CANSO) were representing SANS. The most important aspects discussed during the meeting were the revision of last year's Annual Meeting Report (2020). Report of the Chairman of the Executive Committee, Mr. Gilbert Cabier, Report of the Director-General of the Organization Mr. Simon Hookward, Achievements of the Various Regions of the Organization, as well as its Office of the

International Civil Aviation Organization (ICAO), election of two new members of the Executive Committee, Ms. Gabriela Lukato and Mr. Martin Rolfe, To adopt the decision of the annual meeting, adopting amendments to items in the organization's statute relating to both the item on the organization's headquarters, the item on leave of membership for core and secondary members and the item on the Executive Committee; Review the annual financial report, review the schedule of time and space for the next two meetings (2022 and 2023) and identify offers received for hosting.



## 58th General Assembly



## List of 2021 Projects and Their Completion Rate





## LIST OF 2021 PROJECTS AND THEIR COMPLETION RATE

### ATC Roster Planning System

The project aim for the supply of a web-based controller shift scheduling system for ATS units, which would assist the ATC supervisors in utilizing their manpower in the most beneficial manner.

Project Cost SR  
**10,800,909**



Completion Rate



Planned Start date:  
1<sup>st</sup> Quarter of 2020  
Planned Completion:  
2<sup>nd</sup> Quarter of 2022

### Enhancement of Air Navigation Systems and Procedures (New ATM)

The main air traffic management system (Eurocat-X) has been replaced and serviced at King Abdulaziz Airport, Jeddah, King Khalid Airport, Riyadh, King Fahd Airport, Dammam, and a complete approach control system at Abha Airport. Work is under way to complete the interconnection of 12 remote control towers to provide effective and safe air traffic control.

Project Cost SR  
**93,090,200**



Completion Rate



Planned Start date:  
4<sup>th</sup> Quarter of 2017  
Planned Completion:  
2<sup>nd</sup> Quarter of 2022

### Thabaloten RCAG

Design, supply and installation of a new Remote Control Pneumatic/Ground Device (RCAG) in Thabaloten

Project Cost SR  
**3,413,193**



Completion Rate



Planned Start date:  
4<sup>th</sup> Quarter of 2018  
Planned Completion:  
1<sup>st</sup> Quarter of 2022

### Voice Communication Switching Systems (VCSS)

Replacing the current audio communication switch system (VCSS) and radio systems at the two regional control centers in Jeddah and Riyadh and replacing the air / ground radio systems in all remote locations by introducing the latest IP technology in the field of audio communication.

Project Cost SR  
**43,267,547**



Completion Rate



Planned Start date:  
4<sup>th</sup> Quarter of 2017  
Planned Completion:  
2<sup>nd</sup> Quarter of 2022

### Automated Operating Systems and Navigation Information System Upgrade

Design, supply and installation of the Automation and Navigation Information System, which aims to manage aviation information and absorb, store and disseminate all aviation information necessary for quality assurance to support international and national civil and military aviation operations

Project Cost SR  
**14,319,914**



Completion Rate



Planned Start date:  
4<sup>th</sup> Quarter of 2019  
Planned Completion:  
1<sup>st</sup> Quarter of 2022

### SITA agreement

Applying an agreement to provide digital data communication services with SITA to be used for aircraft crossing Saudi airspace to remote areas and also in emergency situations and includes the installation of some equipment to establish additional coverage stations.

Project Cost SR  
**3,643,200**



Completion Rate



Planned Start date:  
3<sup>rd</sup> Quarter of 2019  
Planned Completion:  
2<sup>nd</sup> Quarter of 2022

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

Introducing a central system for processing and distributing integrated initial flight plans, implementing it in Jeddah (primary) and Riyadh (reserve) to deal with the needs of air navigation services in the entire Kingdom of Saudi Arabia, and the system processes flight plan data to provide the operators of the monitoring unit with the flight plan specified for the flight.

Project Cost SR  
**7,270,188**



Completion Rate



Planned Start date:  
1<sup>st</sup> Quarter of 2018  
Planned Completion:  
2<sup>nd</sup> Quarter of 2022

### Fiber-optic Network at Dammam Airport

Providing a fiber optic network at Dammam Airport and Jizan Airport to connect secondary and surface radars to the control tower.

Project Cost SR  
**2,601,157**



Completion Rate



Planned Start date:  
4<sup>th</sup> Quarter of 2019  
Planned Completion:  
1<sup>st</sup> Quarter of 2022

## LIST OF 2021 PROJECTS AND THEIR COMPLETION RATE

**Secondary Radar Systems for Four Airports  
(Jeddah, Riyadh, Dammam, and Jizan)**

Replacing the secondary radar system at King Abdulaziz Airport in Jeddah, King Khalid Airport in Riyadh, King Fahd Airport in Dammam, and King Abdullah Airport in Jizan and bringing them into service and linking them to the new air traffic management system.

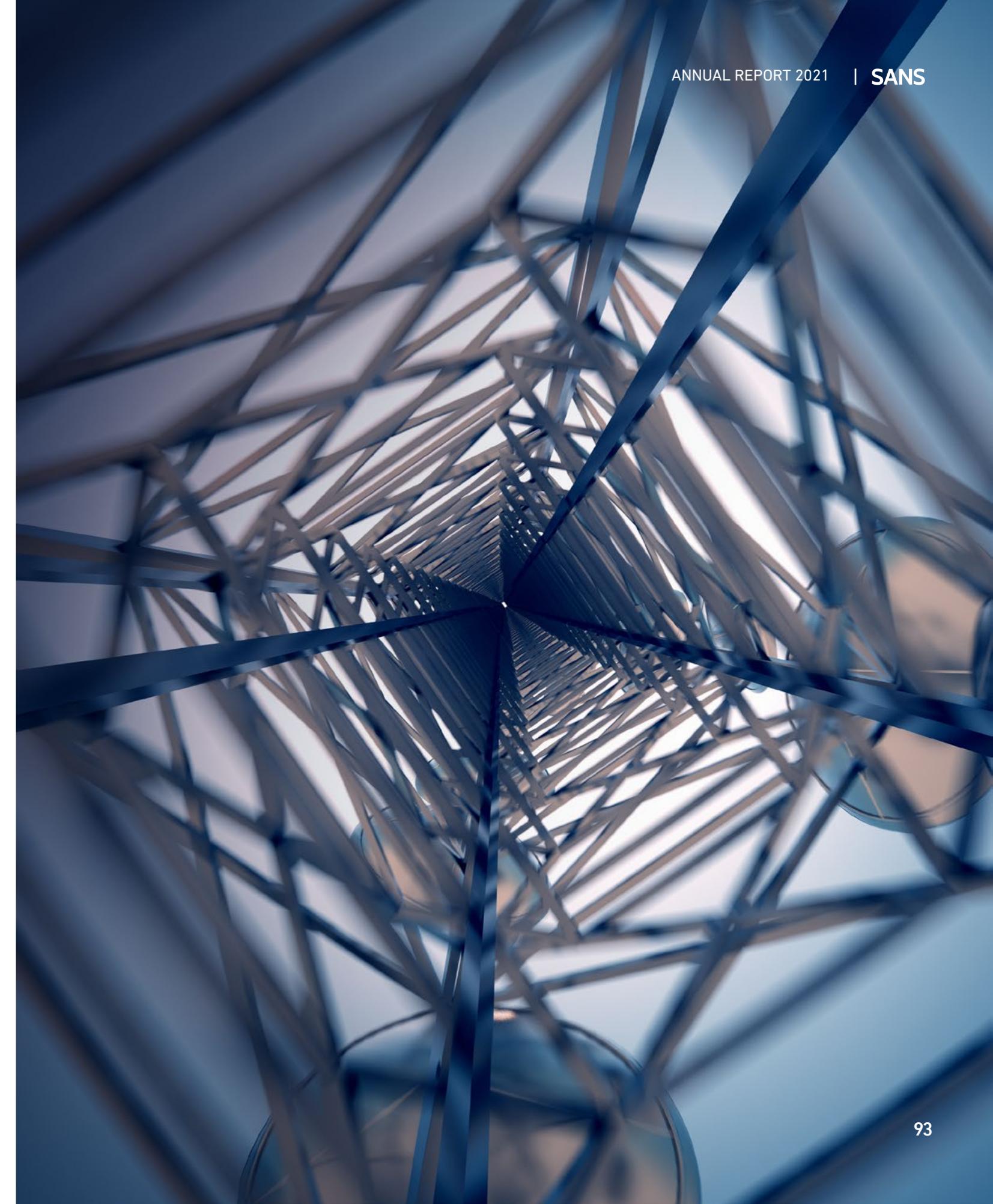
Project Cost SR  
**32,450,007**



Planned Start date:  
2<sup>nd</sup> Quarter of 2018

Planned Completion:  
2<sup>nd</sup> Quarter of 2022

Completion Rate





## ACTION PLAN 2022

We Have Many Dreams to Fulfill

CHAPTER  
**5**

## INTRODUCTION

SANS plays a crucial role in achieving the Kingdom's Vision 2030, given that it is an essential 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 sector to accomplish its goals.





## THE AVIATION STRATEGY IN THE KINGDOM AND THE ROLE OF SANS IN ACHIEVING IT

Based on Kingdom's Vision 2030, the General Authority for Civil Aviation has developed the National Aviation Strategy. A strategy that translates the objectives of the Kingdom's vision into reality by creating a road map to reach the vision's goals.

The development of the aviation strategy contributes mainly to the actuality of Vision 2030, defining roles, responsibilities and expectations from various government sectors involved and the private sector, which will significantly support the private sector in the Kingdom. The new aviation strategy offers a comprehensive view of the domestic aviation sector.

### The most important targets of the new aviation strategy:

- Accommodating 330 million passengers by 2030.
- Jeddah and Riyadh are positioned on the global tourism map by qualifying them to become significant tourist epicenters in Saudi Arabia.
- To reach first place in the Middle East aviation sector.
- First place in the shipping sector in the Middle East.
- Improving the travelers' experience to reach the global level.
- Adding 151 new destinations, taking the number from 99 to 250.
- Drive growth in the aviation sector by achieving sustainable returns in the aviation sector.
- Improving and increasing the level of competition among companies operating in the sector.
- Manpower sustainability by providing the human element.

## OUR GOALS FOR 2022

To adapt to the global challenges resulting from the COVID-19 pandemic, various industries and sectors have had to adopt new measures to cope with the changes resulting from this pandemic. From this point of view, SANS has amended its strategy to focus on improving its financial resources and keeping operations running smoothly and safely while gradually restoring air traffic to standard levels.

### Main Goals for 2022:

Three key objectives have been identified as the primary driver of efforts in the company for 2022, and these objectives will have an impact on several levels, and have been translated into strategic action paths and initiatives in line with the company's current stage aspirations.

#### 1. Developing aviation safety methodologies in line with global best approaches

Providing effective and highly efficient safety management systems based on a proactive approach and promoting a culture of safety across all levels of the company.

#### 2. Further successes in raising the company's operational efficiency standards

By supporting efforts to continuously improve systems, technologies and airspace by ensuring optimal use of resources and effective management processes.

#### 3. Improve efficiency and financial governance standards

Focuses on optimizing the use of financial resources by ensuring effective revenue generation and meeting regulatory and governmental requirements

1 3 Strategic Goals

1 4 Work Streams

1 16 Strategic Initiatives

## OUR MAIN STRATEGIC INITIATIVES IN 2022

- 

### Developing aviation safety methodologies in line with global best approaches

Implement safe and effective safety systems that are efficient and compatible with regional and international best practices.

This includes the establishment of a comprehensive institutional governance structure, as well as a systematic and detailed study of some instances of unsafe airspace convergence between aircraft, analysis of relevant information in order to find appropriate solutions and raise safety standards in this area in parallel with international best practices.

Further successes in raising the company's operational efficiency standards.

### Improve airspace

This is reflected in the work of a comprehensive study of capacity and volume of operational effort in high-density areas in the airspace and the development of proposals for improved space design; To improve the coordination effort between operating units and increase the flexibility and streamlining of air traffic in all areas of the field. Initiatives also include the development of the digital communication network to increase the absorptive capacity of operational communications in the airspace.

### Improve and automate internal management processes efficiently with appropriate quality.

By adopting world-class policies and procedures to ensure the creation and completion of documents for all relevant departments, as well as closing all outcomes and workplans by completing the internal audit cycle, completing all requirements in the standards including the 100 application of ISO 9001:2015 throughout the company.









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