

Annual Safety Report 2023

nats.aero

Introduction

Last year was the best on record for our safety performance, where we met or exceeded all our operational safety targets. For a safety driven organisation which always sets targets to stretch our performance, this is an achievement in itself. In a year which delivered more traffic than at any point since before the pandemic, and in some areas exceeded the peaks of 2019, it is particularly noteworthy.

We had no risk-bearing airprox events, a new record low number of runway incursions, fewer controlled airspace infringements and one of our strongest years for losses of separation. As part of our ongoing work to integrate new users safely into airspace, we have this year invested in drone detection and proximity trials with a view to developing new safety performance measures.

In line with our objective for every airspace user, now and in the future, to rely on our service, our focus on safety must be relentless and this year's report makes very clear that we will never be complacent about safety. We have launched new initiatives both in our operation and in the workplace to further raise and maintain awareness, and embed learning, amongst everyone who works for us and with us as partners.

We have introduced additional mandatory training on our safety management system for all our people, operational and non-operational, connecting everyone to the core principle for which we stand as a business. This is reinforcing that safety is for everyone to own and be responsible for, helping to increase our overall safety capability. Part of that is constantly encouraging an open reporting culture, and this year we launched a new tool developed in-house to make it easier for employees to report incidents, no matter how small, and it is already proving a great success.

Completing our duty of care to employees, our complementary Peer Support Programme and Employee Assistance Programme continue to work effectively, and I am delighted that our peer supporters are proving valuable to their colleagues. That our employees feel safe in their working environment is one of the key indicators of safety across our working environment.

> **Last year was the best on record for our safety performance...**
>
> **Martin Rolfe**
> Chief Executive Officer



Introduction

I commend this report and the multiple lines of activity and hard work behind it that contribute to the delivery of the highest level of safety performance. As this report amply demonstrates, NATS is an organisation that spends considerable effort on safety. All the performance measures either met or are significantly better than the targets set, and this in a year where traffic continues to grow and return back to pre-Covid levels.

Behind these excellent results is a very strong safety culture that is constantly monitoring, questioning and improving. On the Safety Review Committee we see evidence of this routinely, and we continue to work closely with the NATS Executive and Safety team to ensure that the organisation continues to maintain its high standards through continuous improvement, whilst always on the lookout for emerging or changing hazards and risks.

Anyone who understands or operates in or near an organisation managing high-consequence risks with a very low probability of occurrence knows, that whilst past performance shows how effective you have been, it is no guarantee of future performance. It is here that NATS strong safety culture is so critical in ensuring that risk analysis and horizon scanning continues to watch for trends and constantly review and question its focus and approach. The Committee works with the Executive team to monitor hazard and risk identification and assessment to ensure that NATS remains vigilant and continues to deliver safely. This is vital as we see a steady increase in activity levels, whilst also seeking to adopt and integrate new technologies and new users. NATS has an extremely well-found basis on which to build safely now and for the future.

> **NATS is an organisation that spends considerable effort on safety.**

Greg Bagwell
Chair of the NATS Board Safety Review Committee (SRC)



Highlights from 2023

+12%

Increase in traffic levels across NATS operations vs 2022

1

High severity (RAT A or B) events (better than target: 10)

+13%

Reported Health & Safety incidents

23.2

NATS RAT Points per 100k movements (better than target: 52.3)

72.6

RAT Points per 100k movements (better than target: 110.5)

0

Reportable (RIDDOR) Injuries

0

NATS-attributable Airprox A or B (= to target)

3.4

Losses of Separation per 100k movements (better than target: 5.1)

+14%

Peer Support interventions

Overall, NATS has met or exceeded all operational safety targets.

Highlights from 2023

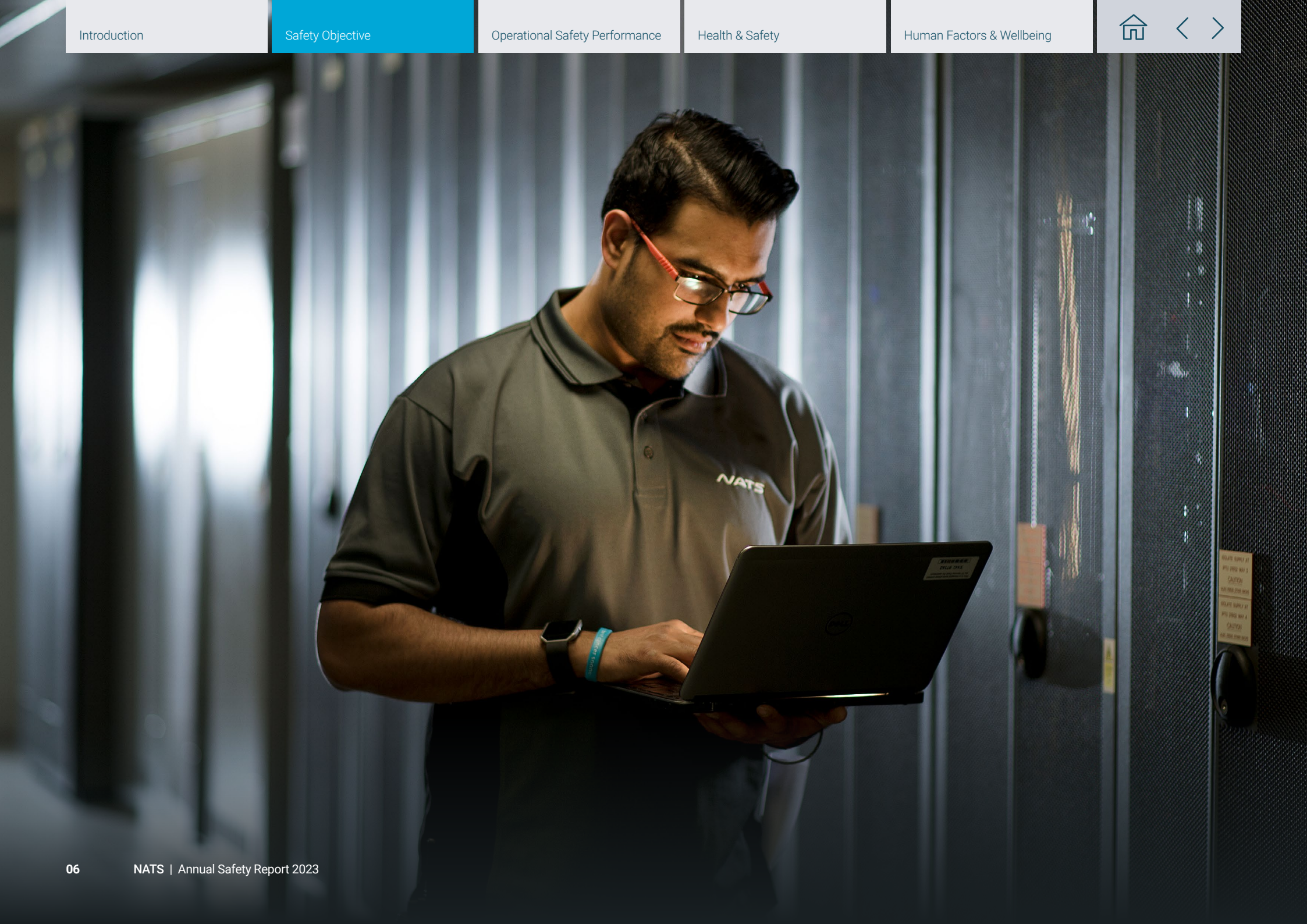
NATS has maintained its strong safety record despite a 12% rise in traffic levels compared to 2022, meeting or exceeding all operational safety targets. Higher traffic levels lead to greater density of traffic in UK airspace, which in turn lead to a rise in potential conflicts; however, NATS has recorded some of the lowest rates of NATS risk scores since the Eurocontrol Risk Assessment Tool (RAT) scoring scheme was adopted in 2015. Targeted safety campaigns, updates to our Safety Management System (SMS) and a strong emphasis on a safety mindset have all contributed to the high levels of vigilance necessary to maintain a strong safety record.

NATS measures its Safety Culture through regular surveys and our most recent, in 2023, indicates that our employees are highly engaged with positive safety attitudes and behaviours across all departments.

Timely investigation and analysis of safety incidents, implementation of corrective and preventative actions and the sharing of lessons learned has always been at the core of our safety performance. Ongoing review of key performance measures enables NATS to use intelligence to determine where to focus oversight activities. This data driven approach, alongside a regular audit schedule, is an efficient means of identifying areas that require support or improvement.

Health and Safety of our employees continues to be a priority; wellbeing and human performance factors are central to good operational and safety performance. The deployment of a new Health and Safety reporting tool and a "close calls" campaign has improved reporting rates and trend data is driving communications and training. Development of a fatigue management system is underway, building on our existing robust rostering arrangements, to proactively identify, assess and manage fatigue-related risks and to ensure employees perform at an optimal level of alertness. Regular employee communications about wellbeing and mental health led to an increase in the usage of our Employee Assistance Programme (EAP) and Peer Support programmes.




NATS

Safety Management Approach

Evolving the Safety Management Manual (SMM) to align with the current and future business needs.

The SMS has now been integrated into the NATS business process portal, the Business Management System (BMS), which is a single point of reference for all NATS' processes used to manage how we deliver our service, helping us to standardise and simplify working practices. This significant milestone included submitting all the updated processes to the Civil Aviation Authority (CAA) and European Aviation Safety Agency (EASA), for regulatory review and approval. This wholescale review of the SMS presented a valuable opportunity to improve the efficiency of safety processes across the business, by reducing overlap and establishing connections between safety and other business processes.

Our recently implemented risk-based approach to internal oversight activities is already proving its value, making it easier to determine which areas of the business would benefit from oversight scrutiny. As a result, the oversight team is better positioned to recommend improvements to the SMS to ease its application, helping to drive continuous improvement of our safety processes.

SMS training has continued to evolve. The SMS Overview Course, which provides a basic understanding of risk, hazards and key risk terminology, is now mandatory for all employees. A training framework has been designed to increase safety capability. It will be accessible to all employees and can be personalised to individual requirements. As a first step, a landing page has been created, enabling common access to all current and future training material.

Demonstrating the effectiveness of NATS' safety management approach

Risk Based Oversight (RBO) was introduced in December 2022 as an approach to regulatory and organisational management that focuses on identifying, assessing and mitigating risks associated with operations or activities. NATS uses RBO to demonstrate effectiveness of the NATS' SMS. RBO relies heavily on intelligence gathering, which can be conducted either remotely or in person to help address the following fundamental questions:

- Does the Unit/business area follow the applicable safety processes?
- Are those processes demonstrably effective at the Unit/business area?

Audits are undertaken in each area of the business approximately every three years; over the past year the oversight team has audited our units at Aberdeen, Bristol, Cardiff and Gatwick, and business areas including NATS Services Change Assurance, Safety Lesson Learning and Risk Assessments. The units and areas audited each demonstrated a clear commitment to continuous improvement which, along with companywide intelligence monitoring, lessons learned, and the continuous review and update of the SMS, demonstrates the ongoing effectiveness of our approach.

Following Brexit, NATS' provision of delegated Air Traffic Services (ATS) in EU airspace is now under the oversight of EASA. Delegated ATS are in place to improve management of traffic into and out of UK airspace from France, Ireland and the Netherlands and to ensure safe passage of helicopters to the UK's North Sea oil rigs, which are in UK waters but fall within the Icelandic or Norwegian Flight Information Regions (FIRs). EASA has undertaken annual oversight audits since 2021, visiting Swanwick in May 2023 to review NATS' compliance with EU regulations in the airspace where delegated ATS is provided. The overall outcome of the audit was positive; some findings related to divergence between the UK and EU regulations are being addressed. Since 1 January 2023, the CAA provides equivalent oversight of French, Irish, Icelandic, Norwegian, Danish and Dutch operations inside UK airspace.

As the UK and EU Air Traffic Management (ATM) regulations diverge, the overheads associated with managing two sets of regulations and oversight audits will increase. While oversight of delegated ATS was discussed at the UK-EU Specialised Committee on Aviation Safety in November 2023, and the benefits provided by the delegations recognised, no changes to the existing oversight activities are currently anticipated.

Looking to the future

The strategic safety goals set by the Corporate Strategy continue to drive our work, with initial focus on the implementation of continuous improvements in safety management.

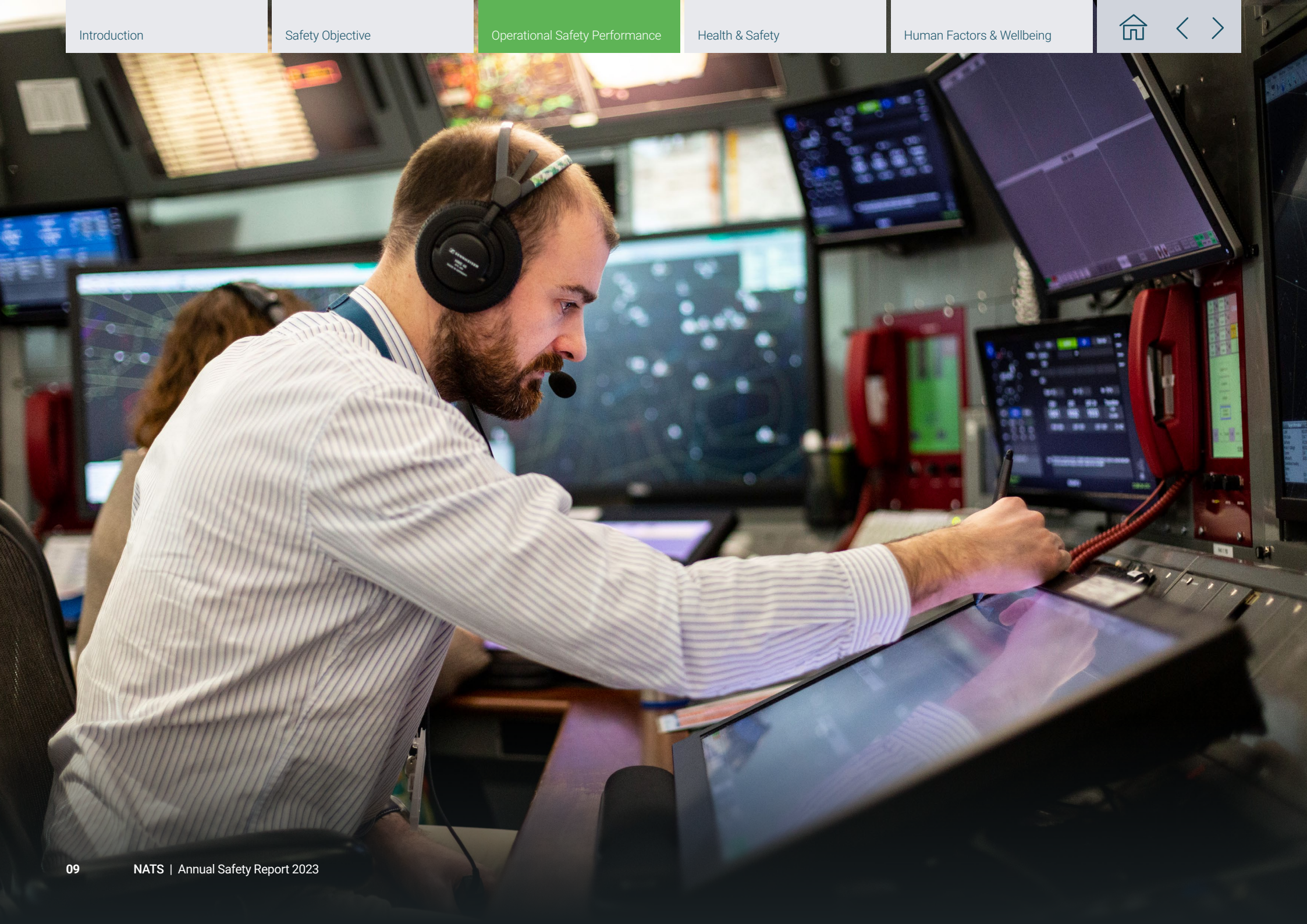
In support of this objective, we intend to formalise risk registers across the business. This is expected to provide improved clarity and visibility of the management of operational safety risks, helping the organisation prioritise its resources and better communicate risk related information to the accountable managers to support effective decision making. In the longer term, we expect this to provide a better and more dynamic understanding of the relationship between NATS top level risks and local change risk assessments.

Additionally and over the course of the next few years, we intend to develop and evolve our fatigue management processes and explore the potential benefits of implementing a full fatigue risk management system. As a first step a working group has been established which is initially taking action to encourage the reporting of fatigue and better understanding the relationship between fatigue and employees rostering, amongst other things.

Furthermore, we will be strengthening our international networks through our proactive membership of the CANSO Next Generation SMS global workgroup which gives us access to SMS international best practices that we will be reviewing for their applicability and benefit to NATS. Those identified as suitable will be incorporated into future SMS development plans.

With our Strategic Goal to be relied on by every airspace user, we aim to continue our research trials into drone detection close to airports. We are proud members of Eurocontrol's Drone Impact on Network Operational Safety (DINOS) working group, which aims to identify operational safety hazards at network level in cooperation with operational stakeholders and assess the associated network safety risk.

Efforts to develop how we identify, treat and report drone safety risk continue with a trial involving the installation of a drone detection device at several UK sites has begun. The intent is to gather objective drone detection and aircraft proximity data to better understand the interaction risk between drones and commercial aircraft. Provisional results have been gathered for Belfast City and findings indicate there is an opportunity to work with the regulator to review and optimise the current processes for the management of Flight Restriction Zones (FRZs).



Safety Performance

Setting new safety performance records in 2023.

Our commitment to safety is underpinned by a number of key safety performance measures and targets that allow NATS to focus on continuous safety improvement. These targets are set at the highest levels of NATS governance and agreed with the CAA. They are based on historical (pre-COVID) performance and are regularly reviewed in line with the performance plan periods. The UK performance plan for the current period, 2023 to 2027, known as NR23, has now been adopted. The measures cover the NATS Group performance, encompassing the NERL and Airports operations. Our reporting rates have exceeded pre-COVID levels and are a positive indicator of an effective reporting culture supported by a just investigation ethos.

Target 1: The annual number of risk-bearing Airprox (assessed as A or B events) attributable to NATS

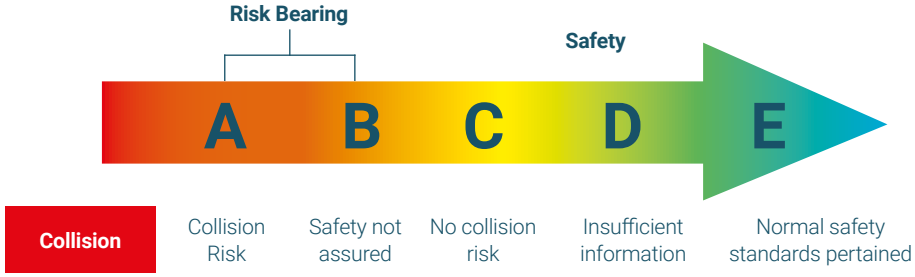
Target met

This measure is focused on Airprox, defined in ICAO DOC 4444: PANS-ATM as: A situation in which, in the opinion of a pilot or a controller, the distance between aircraft, as well as their relative positions and speed, as such that the safety of the aircraft involved was, or may have been, compromised.

Airprox severities are assigned by the UK Airprox Board using the ICAO Airprox risk designation categories, where Category A and B incidents are referred to as risk-bearing:

- Category A - serious risk of collision existed
- Category B - safety of the aircraft compromised
- Category C - no risk of collision
- Category D - insufficient information
- Category E - normal safety standards pertained

The risk-bearing Airprox events target was set at zero NATS- attributable events and this was achieved in 2023.



Safety Performance

Target 2: The annual number of NATS high severity RAT events (assessed as A or B events)

Target met

This measure is based on the Eurocontrol Risk Analysis Tool (RAT) classifications of significant safety events. The severity category is determined by assessing various factors: minimum separation, rate of closure, controller's awareness of the traffic situation, controller's plan to maintain separation, controller execution of that plan, pilot actions and incident recovery including TCAS/GPWS alerts. This targets is focused on the NATS contribution to an event, though Target 5 considers the overall score, which is a combination of the scores for the ANSP and third-party contribution to the incident e.g. correct pilot readback followed by incorrect action.

The classifications are defined as follows:

- A - Serious Incident
- B - Major Incident
- C - Significant Incident
- E - No safety effect
- D - Insufficient information to assess
- N - No ANSP contribution to the event

A	B	C	E	D
Serious	Major	Significant	No Safety Effect	Not Determined
>=31	30 to 18	17 to 10	9 to 0	RF too low

RAT scores are assigned by trained investigators with A and B being the highest severity events. NATS' target was to maintain or reduce the number of NATS RAT A or B events to less than 10 per year and for 2023 there was 1 RAT A or B event meeting the target. All serious events are subject to an additional level of scrutiny at the NATS Board Level Safety Review Committee, ensuring that appropriate mitigating actions have been agreed and implemented.

Safety Performance

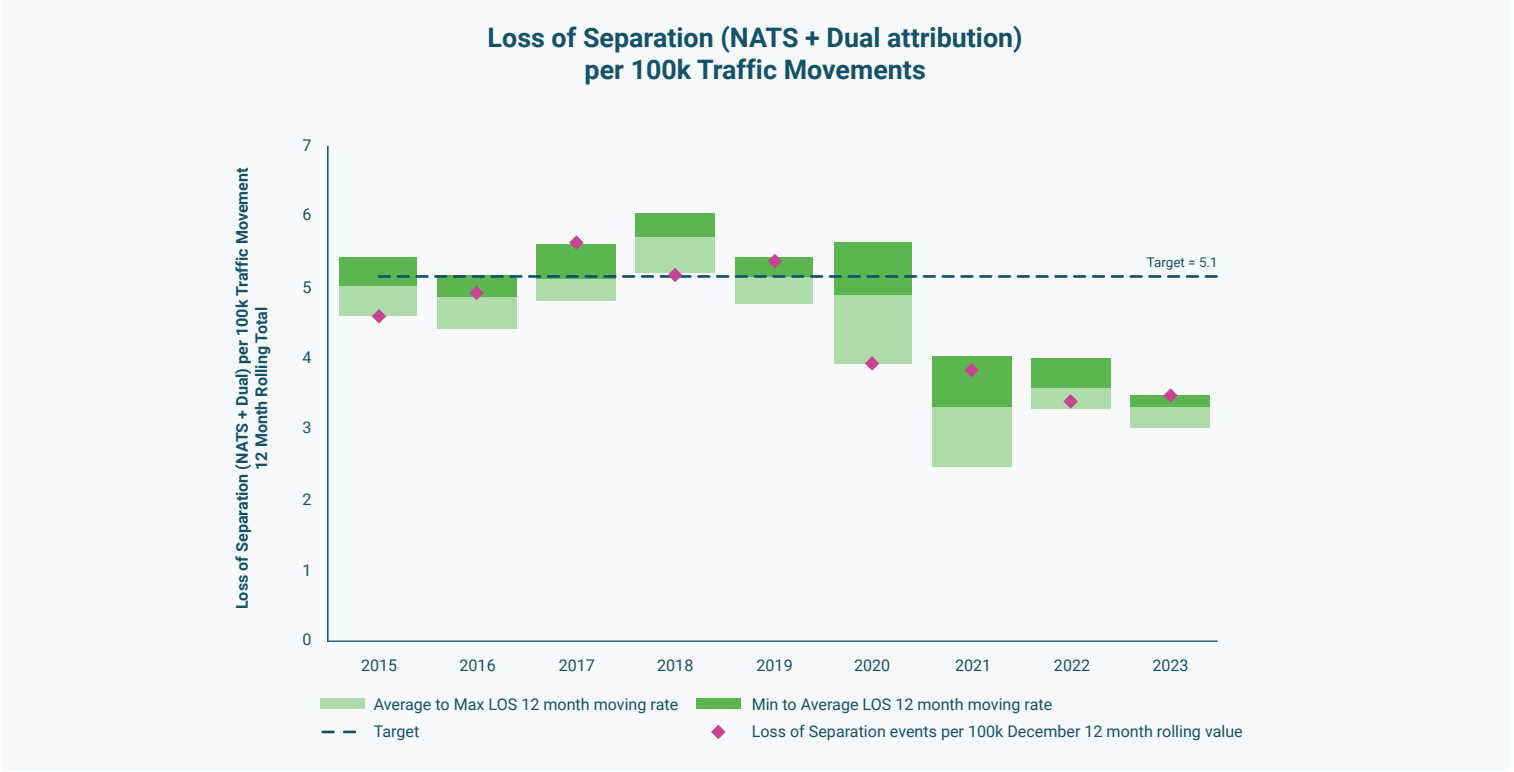
Target 3: Annual number of Loss of Separation events per 100,00 movements

Target met

Targets 3 to 5 are 12-month rolling totals per 100k flights based on historic averages (for years 2015 to 2019). The measures have been set as rates to help take into account the high correlation between the number of events and traffic levels and 12 month rolling rate has been selected to even out the seasonal variations.

Aircraft are considered separated when either the horizontal or the vertical separation minima are met. For an event to be classified as a loss of separation, both must have been infringed (i.e. there is neither sufficient vertical, nor horizontal separation between the aircraft).

The NATS 12 month rolling rate of losses of separation has been consistently low this year and so the target was met in 2023. The graph on the right demonstrates that 2023 has been one of the strongest years on record outside the COVID years.



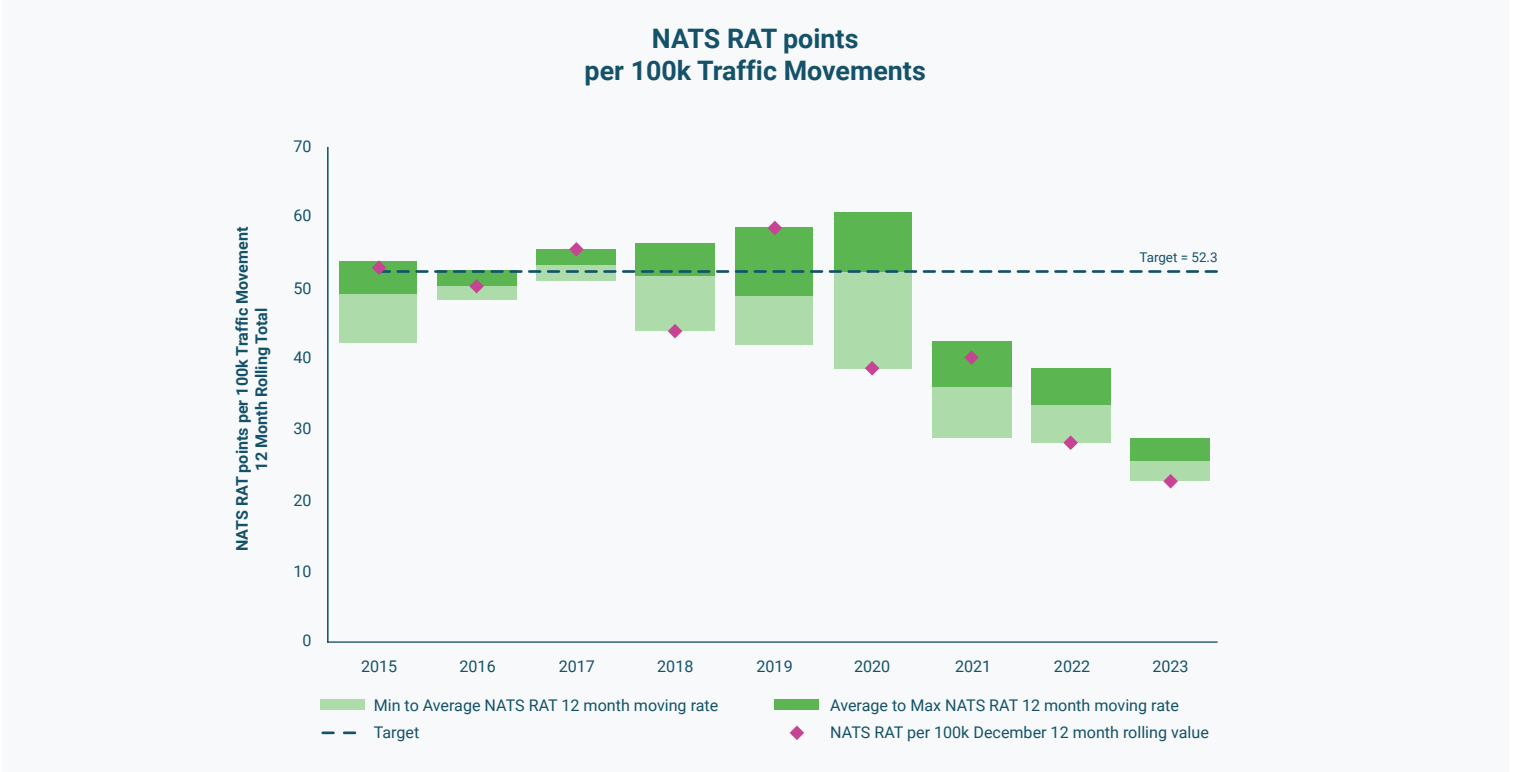
Safety Performance

Target 4: Annual NATS-attributable RAT score per 100,00 movements

Target met

NATS is allocated RAT points by trained investigators where it is judged either to be directly in the causal chain of events leading to an incident or where at least one ATM event contributed to the level of risk or played a role in the emergence of the occurrence encountered by the aircraft. Therefore, the lower the number of RAT points attributable to NATS the stronger our safety performance.

The 12-month rolling NATS RAT points rate has seen a progressive improvement throughout 2023, maintaining a strong safety performance all year. This target has been met in 2023 and set a new record performance since the RAT scheme has been adopted at NATS in 2015 despite the increased traffic levels when compared to 2022.



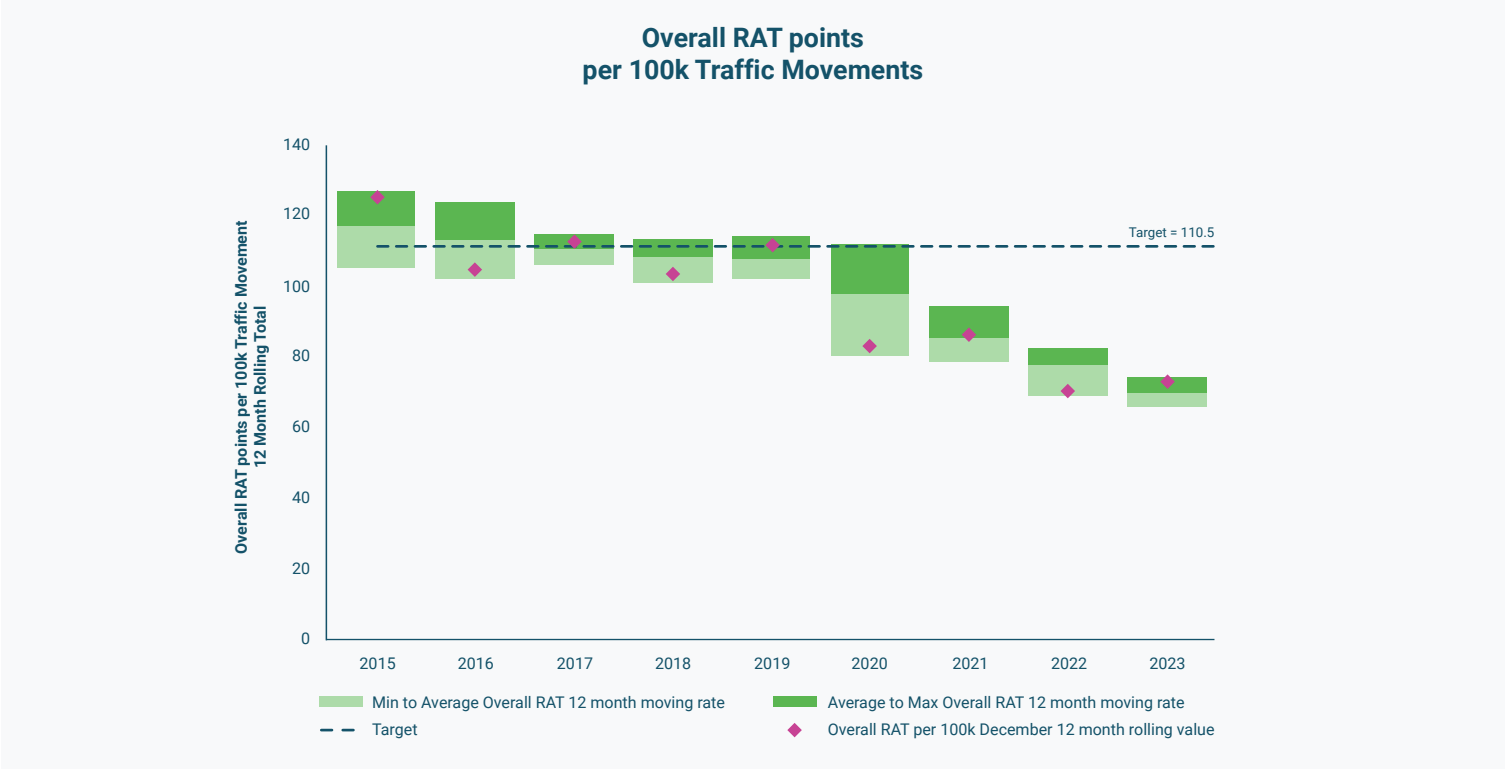
Safety Performance

Target 5: Annual RAT score per 100,000 movements irrespective of attribution (the Overall RAT)

Target met

The Overall RAT performance is a sum of NATS and non NATS RAT points for each incident. A reduction in the 12 month rolling Overall RAT rate indicates a reduction in the risk in the Air Traffic Management sphere.

The 12 month rolling Overall RAT rate has held steady despite the rising traffic levels this year. Similar to Target 4, Target 5 has achieved a historic low since the RAT scheme was formally implemented, although it has finished the year slightly above last year's December figure.

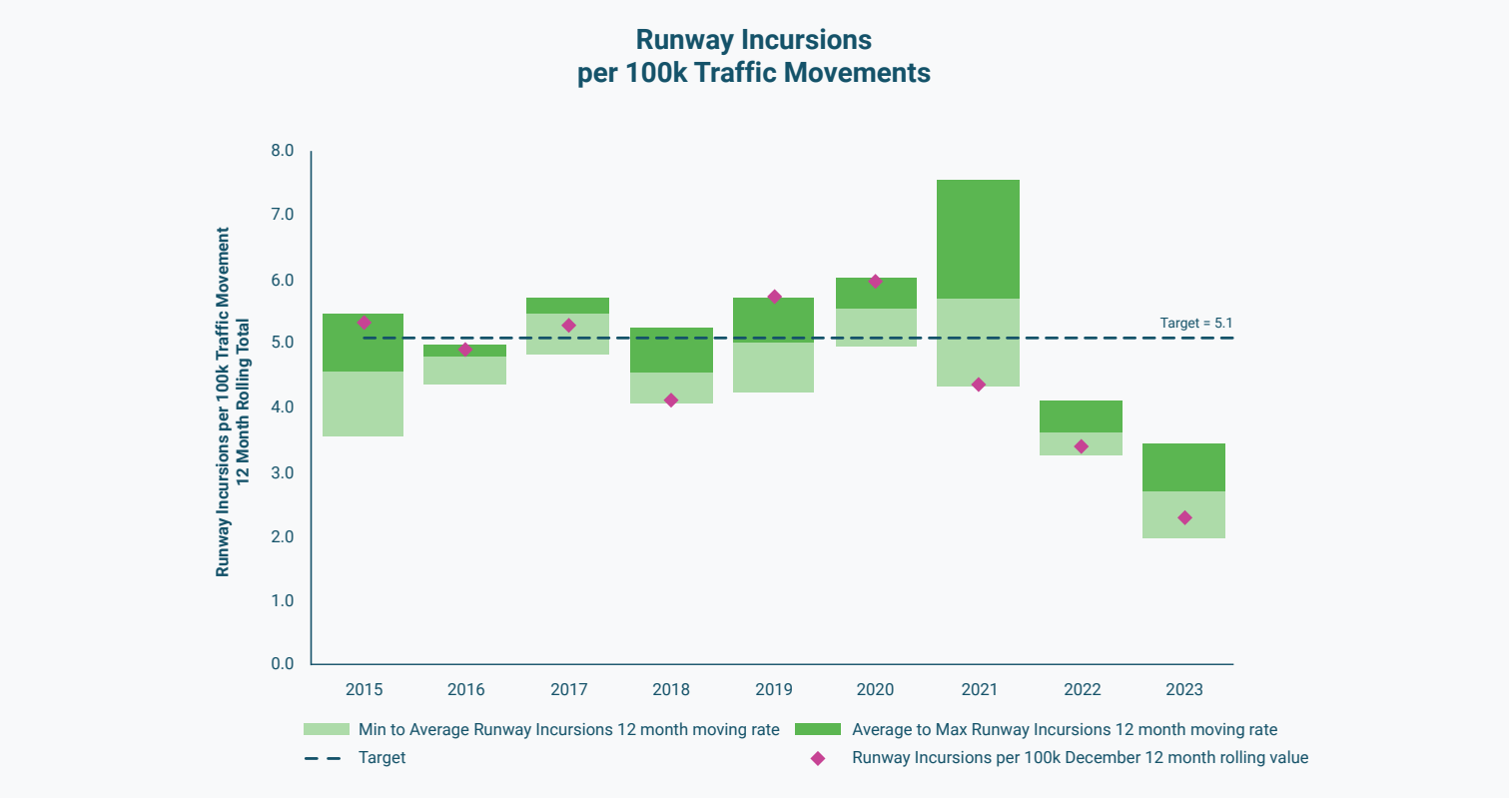


NATS has met all five of the targets this year, despite a 12% increase in traffic compared to last year. As outlined on previous pages, safety performance has been strong, particularly for Targets 4 and 5 where NATS has recorded its strongest performance since the RAT scheme was introduced in 2015. Aside from the target safety performance measures, NATS continues to monitor a range of safety indicators in order to develop a rich picture of aviation safety within the Air Traffic Management sector.

Safety Performance

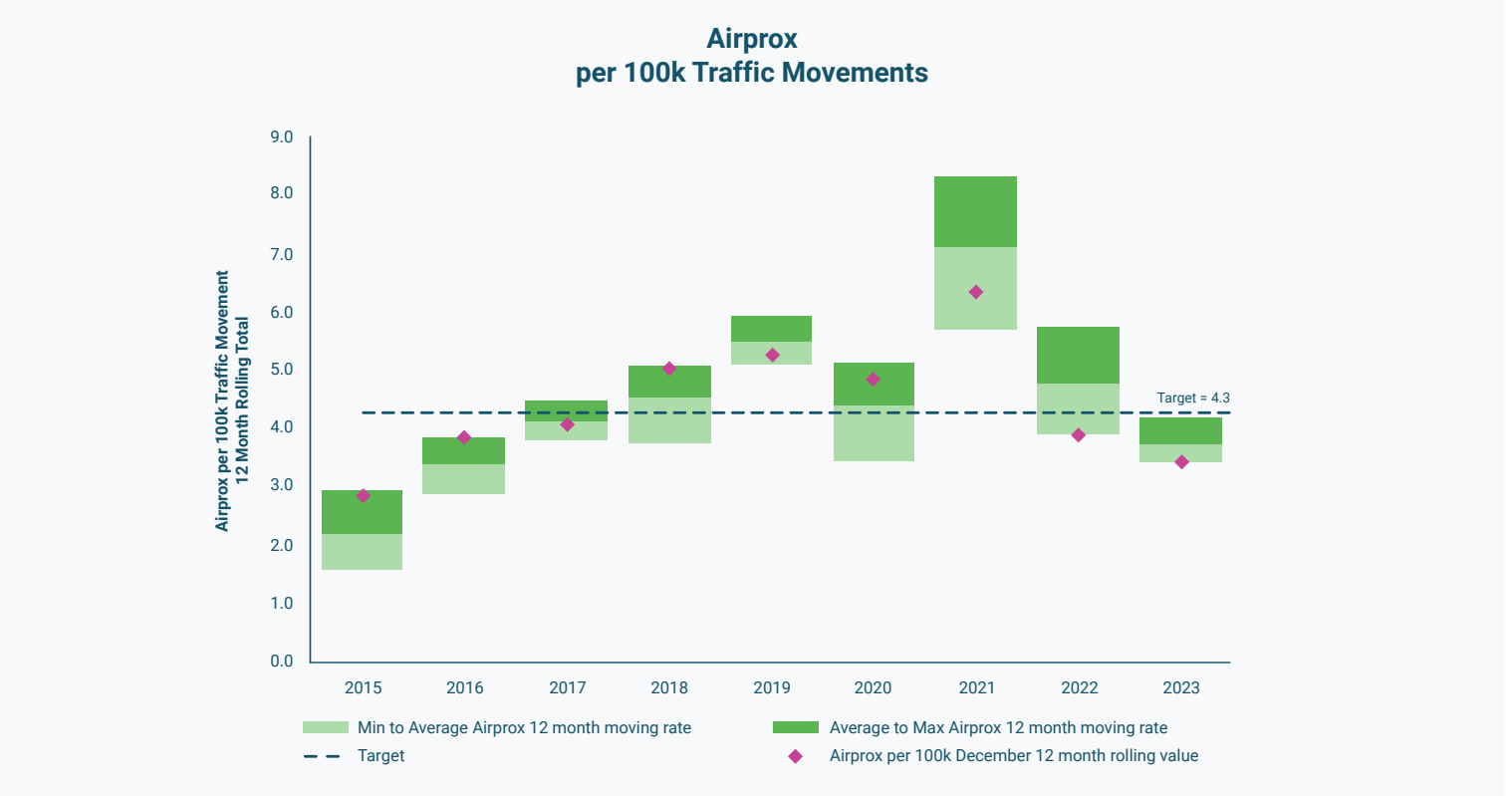
Defined in ICAO Doc 4444, a Runway Incursion is any occurrence at an aerodrome involving the incorrect presence of an aircraft, vehicle or person on the protected area of a surface designated for the landing and take-off of aircraft. The 'incorrect presence' may be a consequence of a failure of a pilot or vehicle driver to comply with a valid ATC clearance or their compliance with an inappropriate ATC clearance.

The 12-month rolling runway incursion rate stayed well below the pre-COVID average, improving on last year's strong performance across NATS Airports and setting a new record low. A number of lesson learning activities have been deployed throughout the year covering a range of topics such as Landings without Clearance and aborted take-off from a taxiway at Amsterdam Schiphol Airport in 2019. NATS is diligent in allocating event types and causal factors to all reported incidents, ensuring we are able to deploy safety improvements based on recent trends as well as relevant international events.

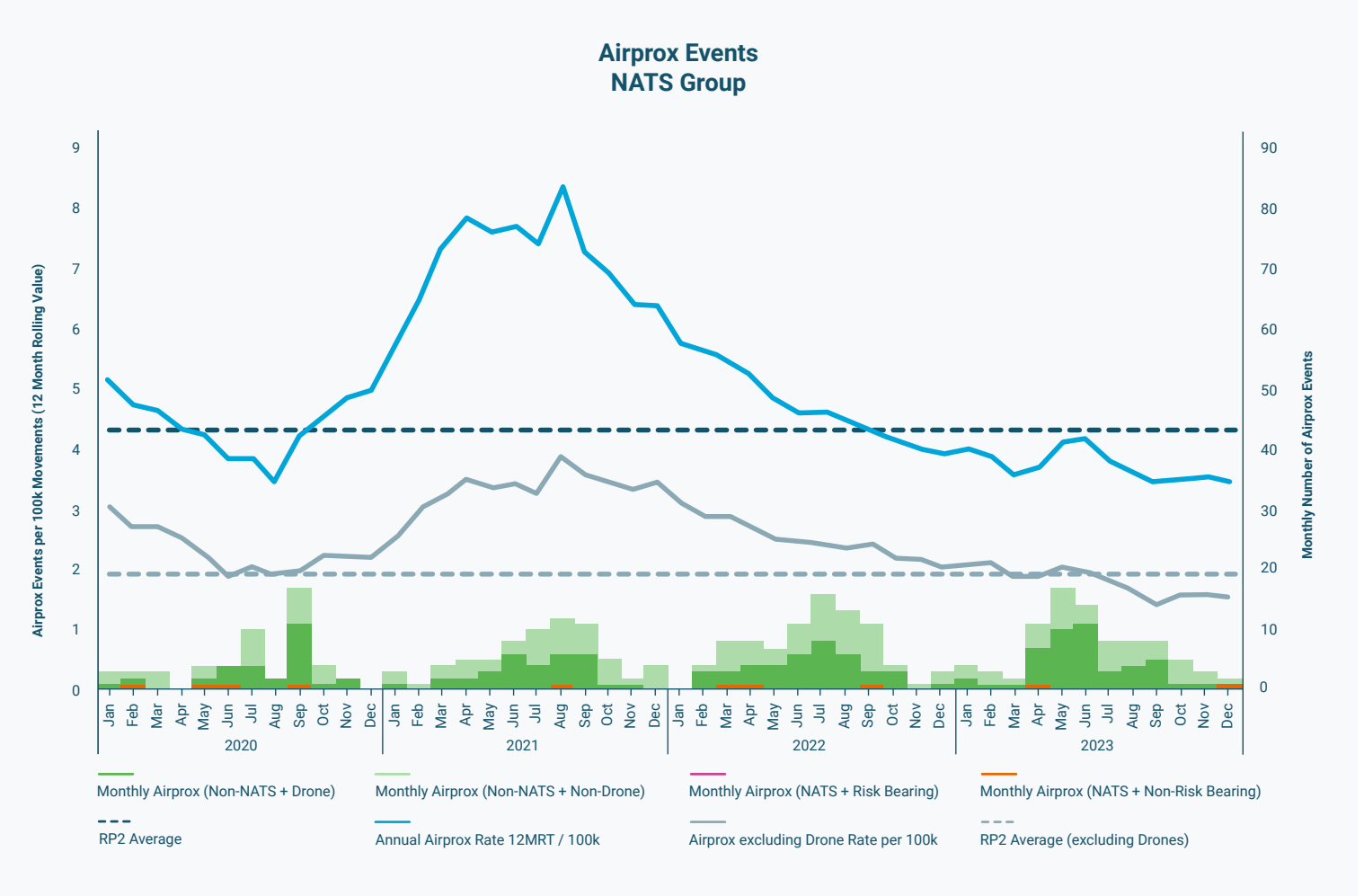


Safety Performance

Airprox are an important barometer of risk within the aviation sector especially at a time of traffic levels returning to pre-COVID levels. The 12 month rolling Airprox total per 100k movements has finished the year well below the 2015-2019 average, and has demonstrated a year on year improvement. The graphs illustrate that drones remain a significant contributor to the Airprox rates, particularly around airports and heliports. In order to better understand the risks associated with this evolving airspace user, NATS has invested in drone detection and proximity data trials at several NATS sites around the country. The work presents an opportunity to develop a new safety performance measure as well as potentially optimise our current processes for managing FRZs.



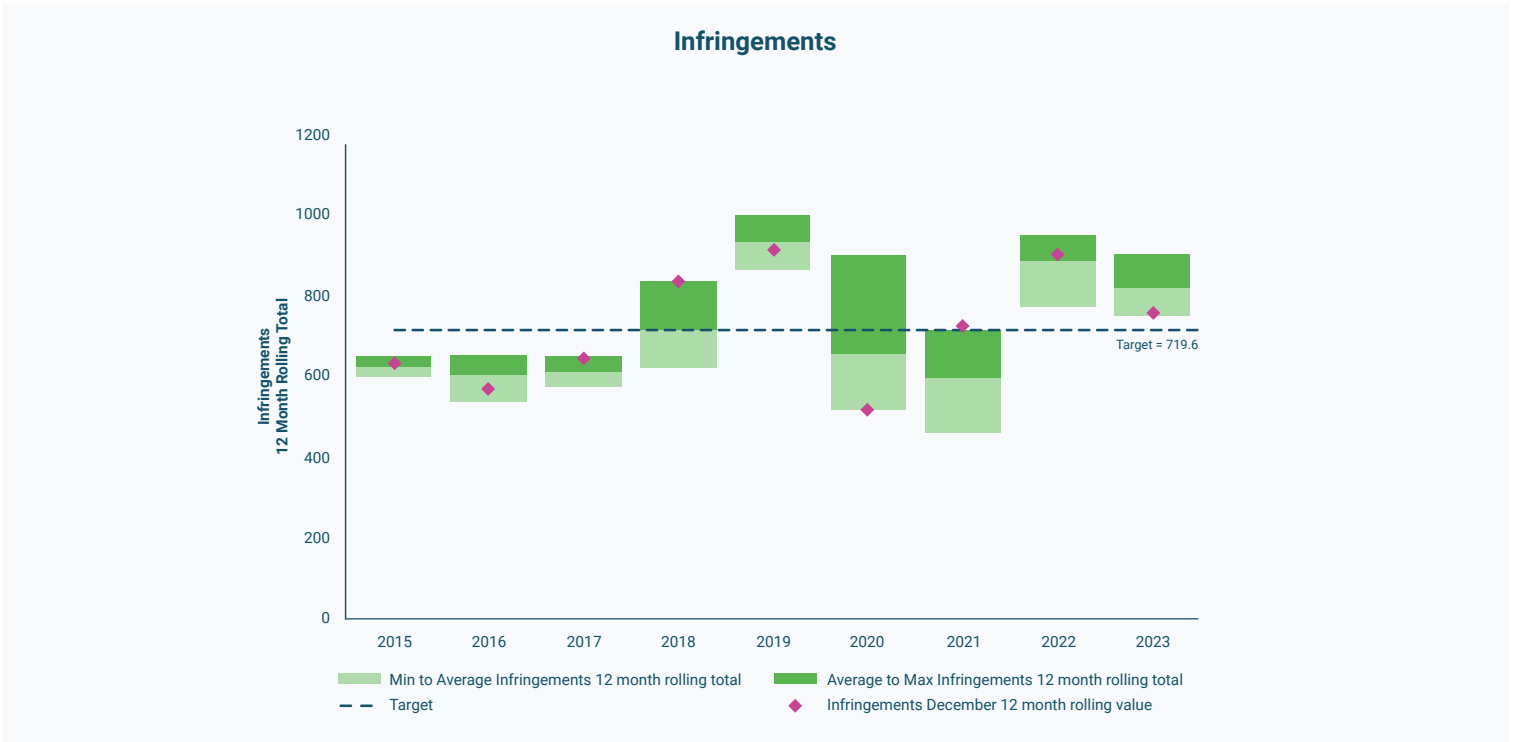
Safety Performance



Safety Performance

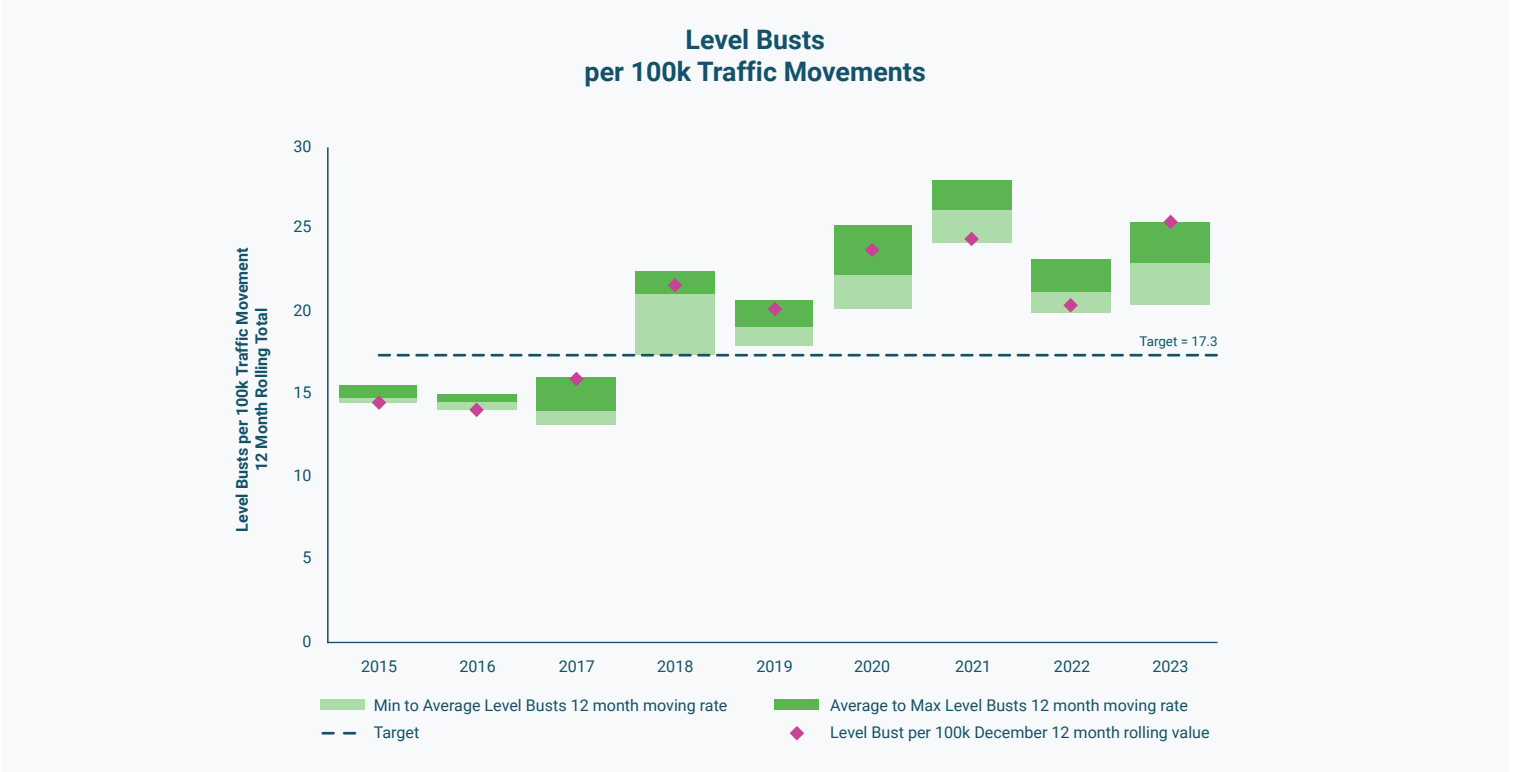
An airspace infringement occurs when an aircraft enters notified airspace without previously requesting and obtaining clearance from the controlling authority of that airspace, or enters the airspace under conditions that were not contained in the clearance. Notified airspace includes controlled airspace structures in ICAO airspace classes A to E, such as Airways, Terminal Control Areas (TMAs), Control Zones (CTRs) or aerodrome traffic zones (ATZ) outside controlled airspace, as well as restricted airspaces, such as danger areas, restricted areas, prohibited areas and temporary segregated/reserved areas.

Infringements are likely to cause significant disruption, at times directly contributing to delays for aircraft and passengers and introducing significant risk into the aviation sector with the potential to lead to a Mid-Air Collision. NATS has set up a NATS Airspace Infringement Working Group (NAIWG) in order to tackle the high levels of infringements through creation of education and awareness material for the GA community. With a long-term target for zero NATS-attributable infringements, another area of focus is to monitor the controller recovery when an infringement occurs. There has been a significant year on year improvement in the number of infringements reported in 2023, with a low annual Overall and NATS RAT score associated with the events providing evidence of the proactive and defensive controlling techniques adopted by the controllers in managing infringements. All incidents involving infringements are investigated and where possible, pilots are contacted to understand the underlying causes to feed into the NAIWG to help tackle the risks with targeted safety improvement actions.



Safety Performance

A Level Bust or Altitude Deviation occurs when an aircraft fails to fly at their cleared flight level. A Level Bust can result in loss of separation between aircraft or between an aircraft and the terrain or a ground obstruction such as a mast. The annual number of level busts has increased significantly compared to 2022. The number of losses as well as Overall RAT points associated with these events has nearly doubled. However, notably, the NATS contribution to these events has seen a year on year improvement, indicating that controllers are working hard to manage altitude deviations. This sustained trend has been highlighted to the CAA and NATS has requested that the Level Bust Working Group is reinstated to tackle the rising risks across the industry.



Safety Performance

ATM Engineering Services

The ATC engineering system is the backbone of both our En-route and airport operations, ensuring operational efficiency and safety. As the business has returned to normal traffic levels, the performance of our Technical Services in terms of safety and service has remained robust. There were no Engineering RAT A or B incidents throughout the year.

In 2023, there was an increase in the overall number of Safety reports, indicative of a strong reporting culture, the number of events impacting ATC has not materially increased demonstrating the robust design, fallbacks and procedures that are in place. During the year there were three incidents that had a notable impact on our customers through traffic delays. These included the Internal network (DLI) event in June in NERL, the Flight Data Processing (FPRSA-R) event in August, and the EFPS incident at Gatwick Airport in December. These incidents have been thoroughly investigated following our standard procedures, and corrective measures have been put in place to avoid repetition.

Throughout the year, Technical Services has continued to enhance its 'Safety Culture' programme for employees, which includes the provision of monthly, themed safety information updates for promulgation by managers and updated mandatory Safety Culture Training.



Improving Performance

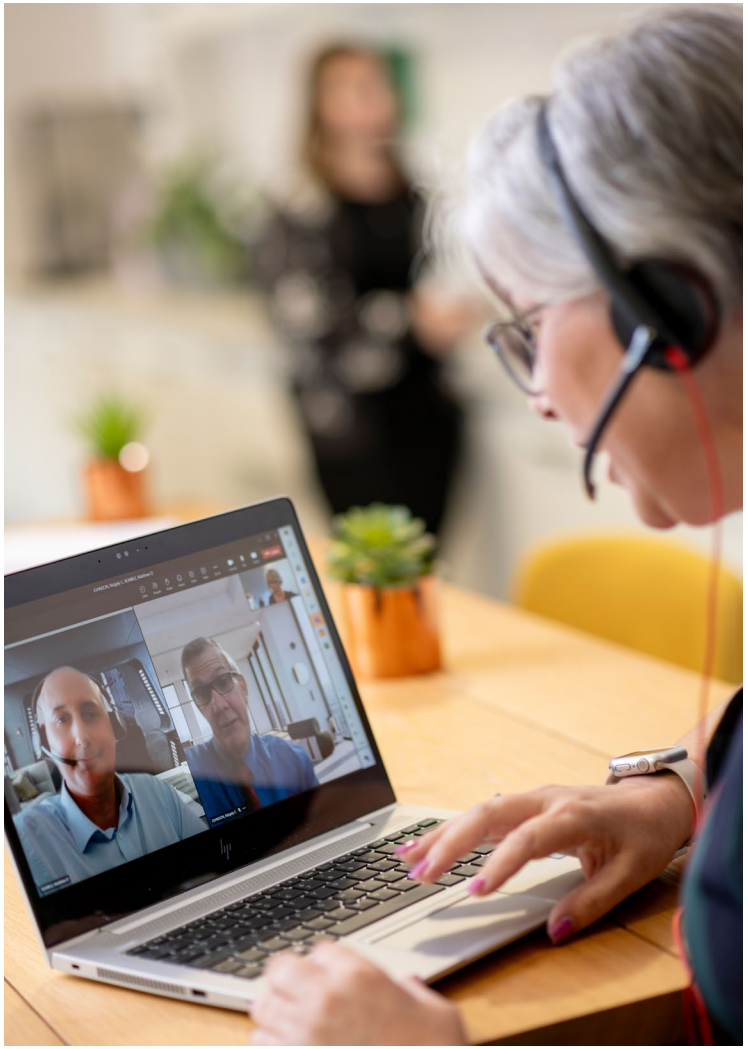
Building on last year's record breaking performance.

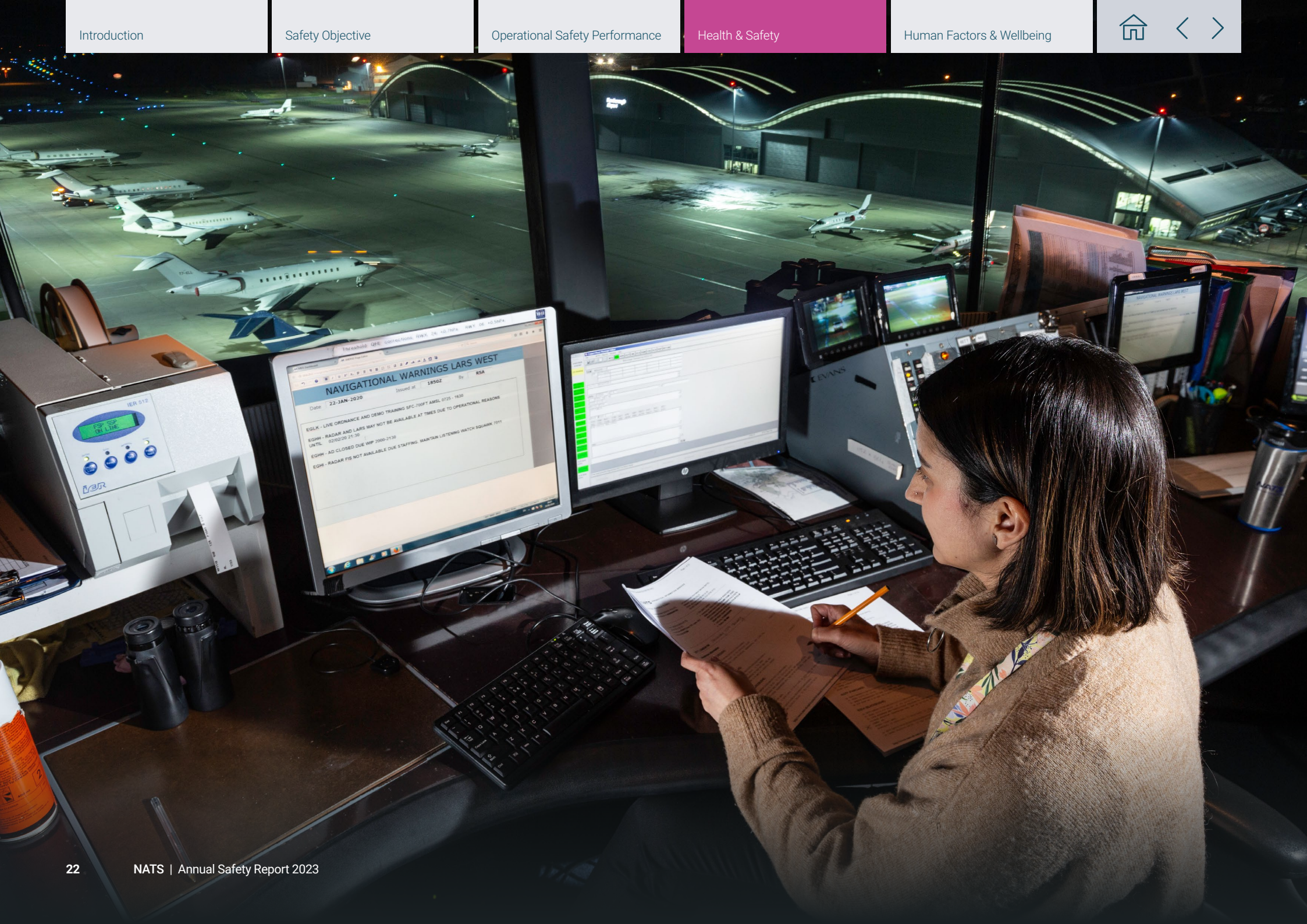
NATS built on last year's strong safety performance by embedding proactive employee communications and data driven refresher training. Monthly Safety Comms themes and safety campaigns such as 'Safety Is In Our DNA' covered a range of topics including Communication, Support, Challenge, and Reporting aiming to keep safety in focus. Controller Refresher training included modules on Recovery and Instrument Flight Rule (IFR) / Visual Flight Rule (VFR) aircraft integration. Future training sessions continue to be based on themes and trends identified throughout the year.

In 2024, NATS intends to double down on our focus on Risks, with Risk Registers, to help highlight common themes between units and help prioritise deployment of changes that are likely to make the most difference.

Our good safety reporting rates are enabled by lesson learning feedback loops, ensuring our controllers are aware that their observations and Mandatory Occurrence Reports result in meaningful safety improvements. Trends are identified and remedial actions are tracked by safety improvement teams. Short term actions often include lesson learning materials to be created and delivered on-watch; as well as publication of Unit Safety Information Notices (USINs), which are mandatory reading for controllers, to prevent future similar incidents. Longer term improvements involve creating training materials to be covered during training days regularly set aside for controllers; and airspace changes / system functionality updates carried out by projects in the Long Term Investment Programme (LTIP).

An embedded safety culture is at the heart of good safety performance. Safety Culture Surveys are used to measure how safety is perceived, valued and prioritised; NATS conducts regular Safety Culture Surveys with the most recent, in March 2023, yielding an 83% response rate with over 4,000 free text comments. The results indicate that employees believe NATS continues to maintain a strong Safety Culture with more than 80% favourable responses across all departments. For comparison, Eurocontrol data shows that most ANSPs report an average 40 to 50% favourable responses, which is considered 'good'.



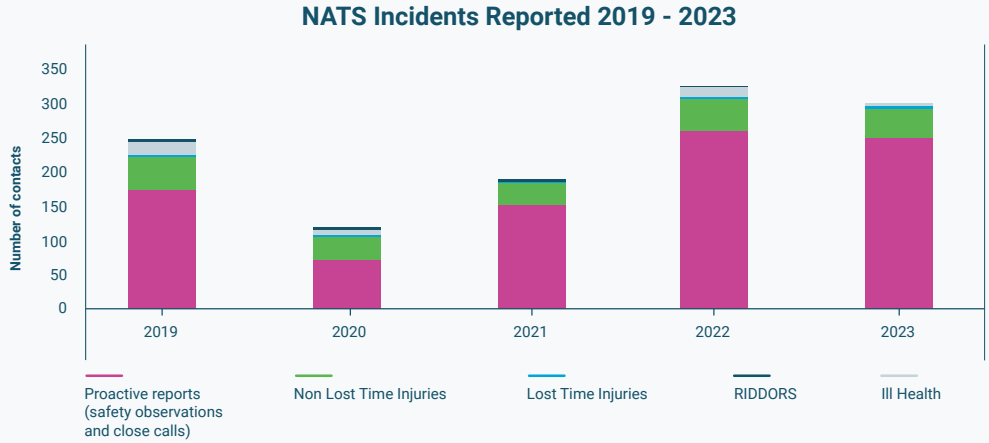

NAVIGATIONAL WARNINGS LARS WEST
Date 22-JAN-2020
Issued at 1850Z
By RSA
EGLK - LIVE ORDNANCE AND DEMO TRAINING SFC-700FT AMSL 0725 - 1630
EGHH - RADAR AND LARS MAY NOT BE AVAILABLE AT TIMES DUE TO OPERATIONAL REASONS
UNTIL 02/02/20 21:30
EGHH - AD CLOSED DUE WIP 2000-2130
EGHI - RADAR FIS NOT AVAILABLE DUE STAFFING. MAINTAIN LISTENING WATCH SQUAWK 7011

Health & Safety

Ensuring Health and Safety compliance and the safety of all has been our primary focus.

NATS has recorded a strong Health & Safety performance in 2023. We remain strongly committed to creating a safe and secure environment for all employees, partners and service providers to thrive in. We continue to strengthen the positive impact we have on health and safety across our business and operations by raising awareness and standards through an improved, ISO 45001 accredited health & safety management system. We continue with investment in health and safety learning and development for all employees.

During 2023 NATS recorded zero reportable events under RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013). There were a total of 293 (2022:253) work related NATS employee health and safety incidents reported in 2023. There were 41 (2022:36) non lost time injuries, 4 (2022:3) lost time injuries and 3 (2022:8) ill health incidents. A review of the injury and ill health data has revealed that slips, trips and falls are the most prevalent hazard in the business, comprising nearly 25% of all incident reports (2023:68%), and 36% (2023:16%) of work-related injuries, resulting in 22 lost working days across the year. This will form the basis of an FY24 improvement campaign. The introduction of improved tools and our focus on safety observations and employee close call incident reporting has contributed to increases in proactive reporting across all incident types. Close calls are events that did not cause harm but had the potential if the circumstances had been different.



Health & Safety Improvements

Using the lessons learned to further develop Health and Safety Improvements.

During 2023 a revised Health and Safety management system was published as part of the wider business management system update. This new process-driven health & safety management system provides clarity and ease of use for our NATS communities and is a key element of our ISO 45001 certification.

As part of our continual improvement, a new Health and Safety Incident Reporting and Investigation tool, developed in-house, was launched in July 2023, supported by a company-wide close call reporting promotional campaign. The new tool provides improved accessibility and ease of use, encouraging our colleagues to report safety observations, close calls and injuries. It has streamlined our investigation workflow allowing us to conclude investigations faster (by up to 35%), provide better feedback to the reporting person, and collect improved data for trend analysis. Following the launch of the new tool we have seen a steady increase in positive health and safety reporting from NATS employees, resulting in an overall 20% improvement over last year (2022:205, 2023:245). Additional improvements to the system and investigation process are planned for 2024 that will strengthen our approach to delivery of Health and Safety investigations, alongside an investigator training programme that will accompany these changes.

We have maintained certification against the ISO 45001 Occupational Health and Safety Management system standard. During 2023 our accredited certification body, DNV, has undertaken a range of systems and sites-based audits resulting in no major non-conformances. The outputs from these independent audits assure that we have an effective management system and that it is used to minimise health and safety risks to our employees, contractors, partner organisations and people visiting our sites.





Human Performance

NATS recognises that people create safety and is committed to looking after its employees as well as continuously looking for better and more robust ways to drive Human Performance across its operation. We run quarterly Workload and Situational Awareness monitoring sessions to help track Human Performance in our operation. Last year circa 97% of our monitoring sessions showed strong Human Performance across our centres. This data not only directly benefits the day-to-day management of our operation, but also provides baseline data for changes and for airspace modelling via our Analytics modelling. Over the next year we will expand Human Performance monitoring into airports where NATS provides ATM services and explore how we can improve our measurement of Human Performance day to day. Our people remain central to the safe and effective operation of our business; being able to monitor and support optimal Human Performance is a key enabler of high performance.

We have continued to provide operational colleagues with Human Performance coaching and 34 people in 105 sessions benefitted from the programme over the past year. The programme can be accessed only through a referral and triage process and is extensively used by our ATC training colleagues to support air traffic trainees. Of the 34 people coached this year, 91% found the intervention improved their performance and 70% found it improved their ability to deal with unplanned events. Beyond this, 94% of those who referred someone to the programme found coaching improved the individual's performance and 84% said it improved training efficiency.

We also extended the programme to Operational Engineering and implemented a new Performance Mindset programme which gives operational colleagues the tools to help them monitor and manage their Human Performance. Beyond this we have expanded the delivery programme outside the Human Factors and Wellbeing team with volunteers now trained across our units to provide the service. This will increase the number of Human Performance coaches so that more colleagues may benefit from the service. Over the next year we will work to embed this programme and will also roll-out a Human Performance buddy system which will give Human Performance focused coaching skills to colleagues across our operation so operational colleagues can better support each other and reduce the need for bigger interventions. All these initiatives will mean we will be able to reach more of our operational colleagues faster.

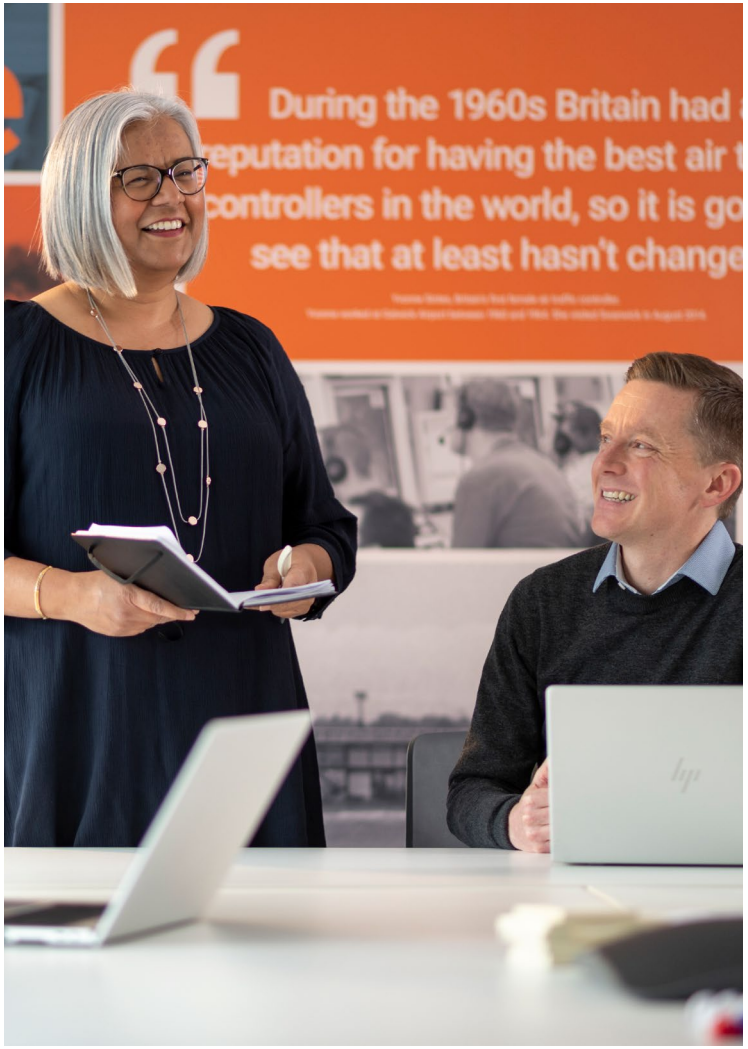
We have also reviewed how we capture and report incident data with significant updates to the process to improve root cause identification from incidents; because of this, we will see improved mitigations being driven into our operation.



Employee Wellbeing

The wellbeing of our employees continues to be of paramount importance. People create safety and only by looking after our employees can we continue to keep the skies safe. We have developed a wellbeing strategy taking a more holistic approach to wellbeing across five pillars: Professional, Emotional, Financial, Physical and Social. Over the next year we aim to clarify what wellbeing offerings are available to all NATS employees and create a unified repository of offerings so that all colleagues can access it simply and easily on demand.

Having mapped our current offering against these pillars and identified gaps where our offering could be strengthened, we have joined forces with partners across the business to drive forward our wellbeing initiatives. Over the next year we will explore additional measures of wellbeing including leading as well as lagging indicators, so as to better understand and track changes concerning the wellbeing of our employees and the impact of our wellbeing initiatives. We are also exploring an ISO 45003 certification for our Wellbeing programme which would demonstrate not only our commitment to driving the wellbeing of our staff but also provide an external indication and validation of the quality of our programme. We continue to see a successful usage of our Employee Assistance Programme (EAP) and Peer Support programmes.



Peer Support & EAP

The Peer Support programme is delivered through trained peer supporters across the business and has been in place for 20 years. The programme has grown to include topics such as mental health first aid and is available for all NATS employees. Year upon year we have seen the number of interventions grow, showcasing the hard work of our volunteers and the support the programme offers to NATS colleagues. In the last year alone we have seen an increase of 14% in the number of peer support interventions. Feedback for the service remains overwhelmingly positive.

In parallel to peer support, NATS offers an Employee Assistance Programme (EAP), provided by an external provider, Health Assured. During 2023 there was a 21% drop in the number of calls to the EAP of which 76% were counselling calls (2% above the benchmark) and 24% legal advice calls. NATS has an annualised utilisation rate of 12.6%, which is above the benchmark of 11%.

The EAP is available to colleagues and their immediate families with the benchmark usage from family members being 2%. During 2023, 7% of our employees' family members used the EAP service, which is the highest Health Assured has seen at NATS or with other comparable companies.

The topics discussed with Peer Support and the EAP show that the two programmes complement each other; employees use Peer Support more for work-related issues without requiring further support from the EAP, and use the EAP for bigger issues such as anxiety and low mental state. The data also shows employees are continuing to work whilst they are making use of the service, indicating that the programme is having a positive impact on overall sickness rates.



Contact

Your views matter to us, please let us know if you have any feedback.

For more information:

nats.aero/safety

If you're a NATS employee:

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