

## Industry Quotes on Safety Culture Efforts

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### Airlines

**Tan Kai Ping, Chief Operations Officer, Singapore Airlines**, said, “Safety is the top priority for the Singapore Airlines Group. Our safety culture is built on shared responsibility and a clear commitment to doing the right thing, guiding every decision on the ground and in the air. We will continue to invest in our people, training programmes, and technological capabilities to strengthen risk management, enhance operational resilience, and support consistently safe operations across our network.”

### Airport Operator

**Tan Lye Teck, Executive Vice President, Safety & Security, Changi Airport Group**, said, “At Changi Airport, we focus on building a strong safety culture among all airport partners and staff through various ongoing initiatives, such as encouraging a culture of open reporting among airport workers by making various channels available to them to raise safety concerns, and acknowledging and appreciating airport workers who demonstrate exceptional commitment to safety through regular Airport Safety Awards. This alignment allows us to collectively aim for the highest level of safety, and to work towards translating this into the safety of daily operations.”

### Ground Handlers

**Henry Low, CEO, SATS Singapore Hub**, said, “Our people are the heart of everything we do at SATS, and these results reflect the steady progress in strengthening safety culture across the sector. At SATS, we have focused on strengthening communication, standardising processes, and equipping our teams with better tools and training through our Hub Handler for the Future programme. In ground handling, consistency on the ground is critical and our focus is clear — safe operations, every shift, every day.”

**Tom Alwyn-Jones, Managing Director, dnata Singapore**, said, “At dnata, safety is a core value and underpins every decision we make. Over the past two years, we have continued to strengthen a culture where our people feel empowered to speak up, care for one another, and take ownership of safety. Our approach is reinforced through open reporting, regular briefings and audits, data-driven risk management, and strong leadership engagement. We welcome the positive results of the 2025 sector-wide Safety Culture Survey and remain fully committed to continuously enhancing safety standards as a trusted ground handling partner at Changi Airport.”

### Maintenance, Repair & Overhaul Organisations

**Foo Kean Shuh, Executive Vice President Operations and Chief Sustainability Officer, SIA Engineering Company**, said, “Safety is the foundation of operations at SIA Engineering Company. We continually strengthen our safety culture by promoting positive safety behaviours and raising standards. We encourage open communication so concerns can be identified early, and we make it easy for issues to be reported and tracked. Through these sustained efforts, we aim to build a proactive safety culture where everyone is empowered to speak up and take ownership of safety. We remain committed to working closely with CAAS and industry partners to advance aviation safety.”

**Jason Bok, Senior Vice President, Head Quality & Safety, Commercial Aerospace Corporate, ST Engineering Aerospace**, said, “Sustained national-level safety leadership and industry engagement by CAAS have played an important role in strengthening safety culture across the aviation sector. Structured engagement with leadership, world-class safety management training via the Singapore Aviation Academy, and national forums such as the Aviation Safety Forum and the Asia-Pacific Summit for Aviation Safety have helped align safety priorities and reinforce shared responsibility. At ST Engineering’s Commercial Aerospace business, this has been complemented by strong management support for incident and near-miss reporting, cross-business safety forums, and targeted safety leadership and specialist training. When leaders consistently act on their safety commitments, staff confidence and safety culture response naturally improve.”