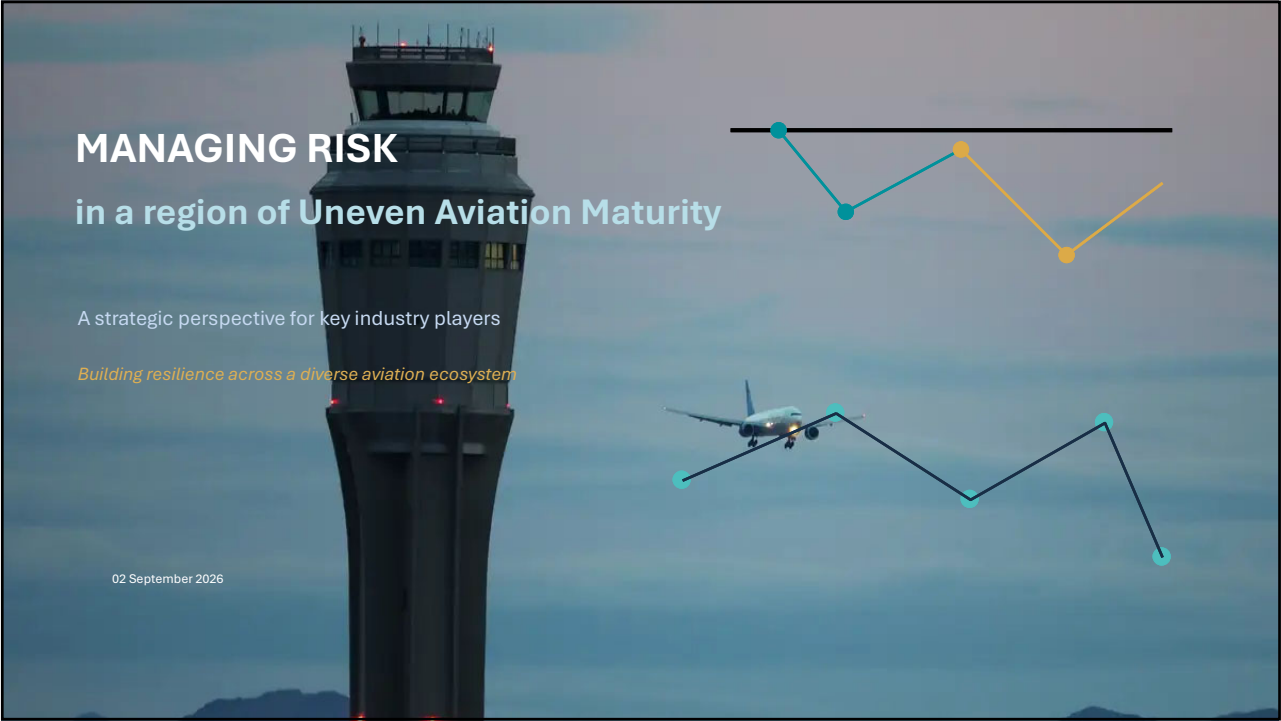
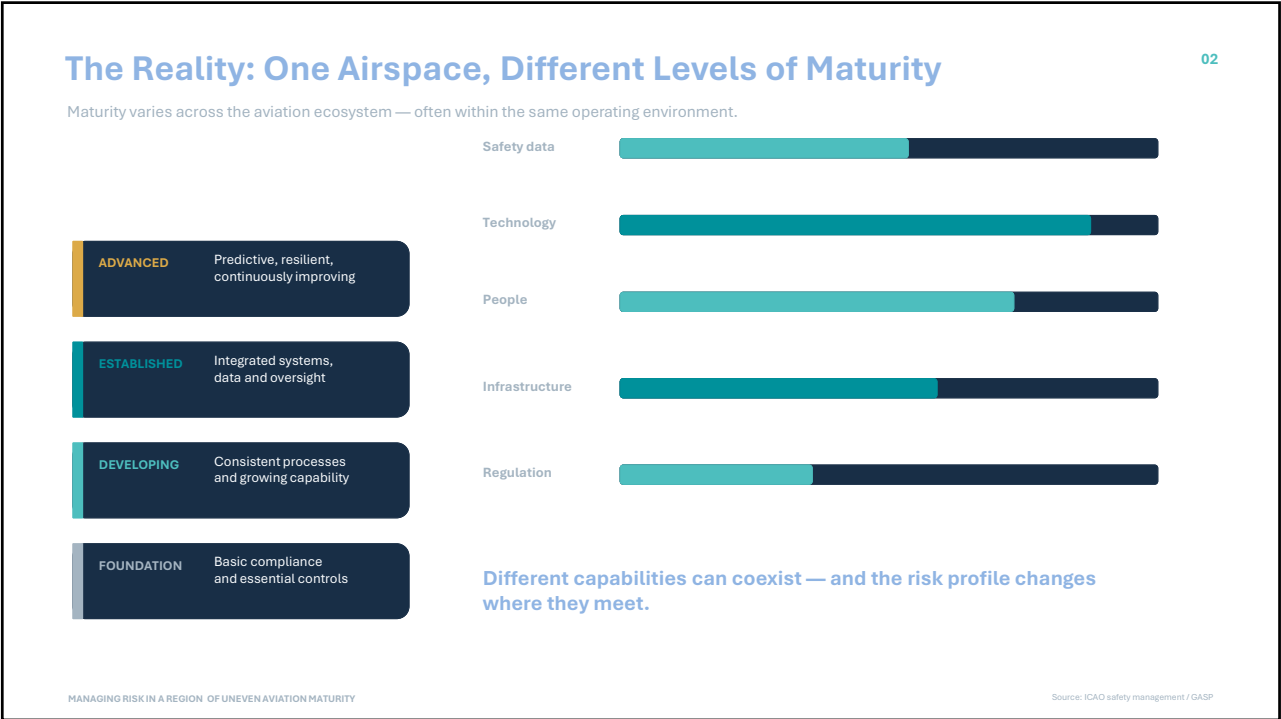




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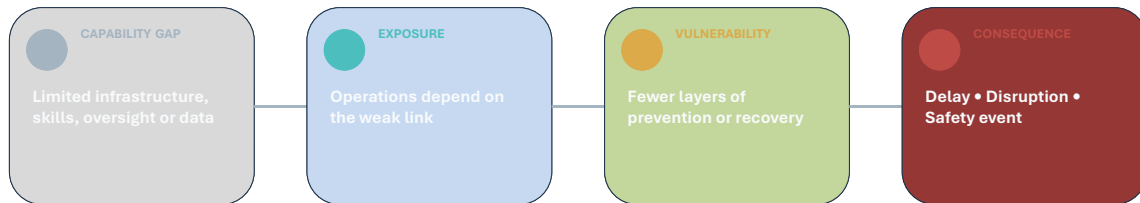


2

Why Uneven Maturity Creates Risk

03

Risk increases when a capability gap meets operational exposure.



Typical interface scenarios

- Modern aircraft ↔ limited airport capability
- Strong operator SMS ↔ weak external safety information
- Qualified staff ↔ insufficient staffing depth
- High standards ↔ inconsistent implementation

MANAGING RISK IN A REGION OF UNEVEN AVIATION MATURITY.

Source: ICAO Safety Management Manual

3

Where Industry Should Focus

04

Five domains repeatedly determine whether maturity differences become operational risk.



The fifth domain — coordination — often determines whether the other four work together.

MANAGING RISK IN A REGION OF UNEVEN AVIATION MATURITY.

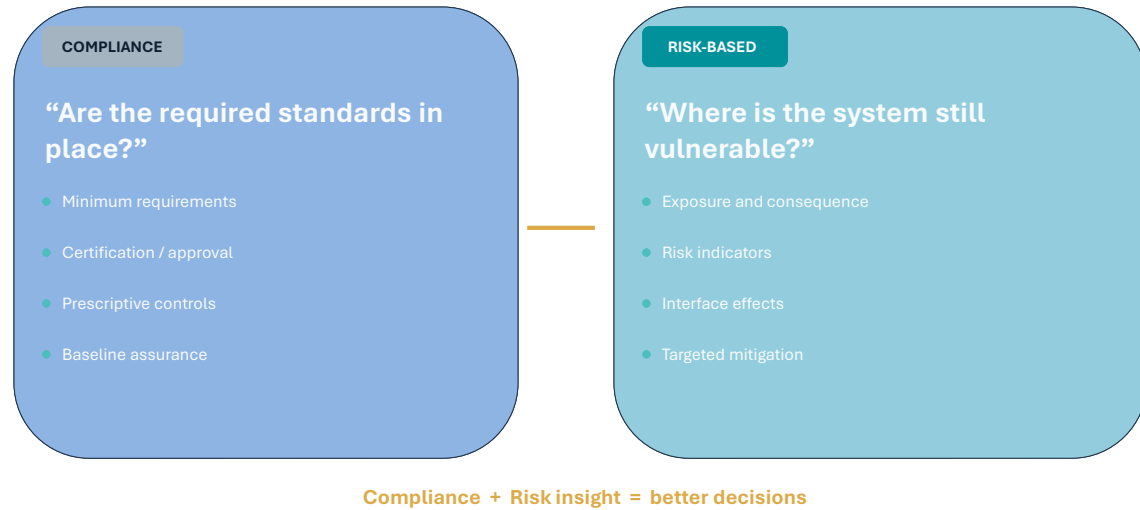
Source: ICAO Safety Management

4

Moving from Compliance to Risk-Based Management

05

Compliance remains the foundation; risk management adds the intelligence to prioritise.



MANAGING RISK IN A REGION OF UNEVEN AVIATION MATURITY

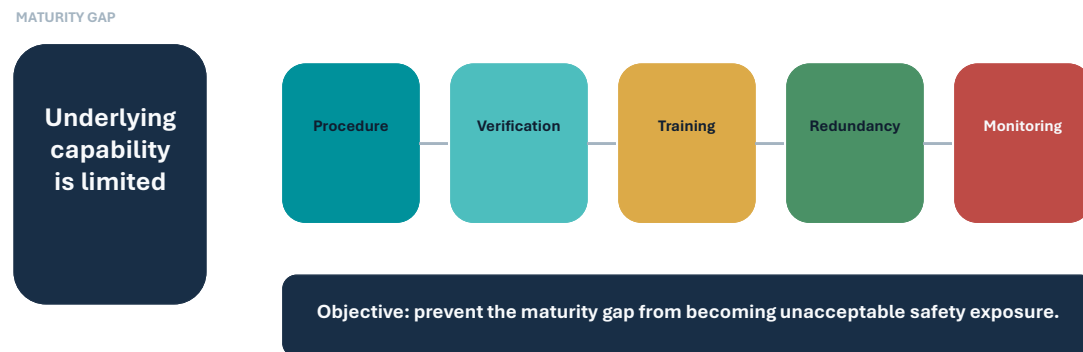
Source: ICAO Annex 19 / Safety Management

5

The "Risk Buffer" Concept

06

Where maturity is lower, deliberate compensating controls can preserve the safety margin.

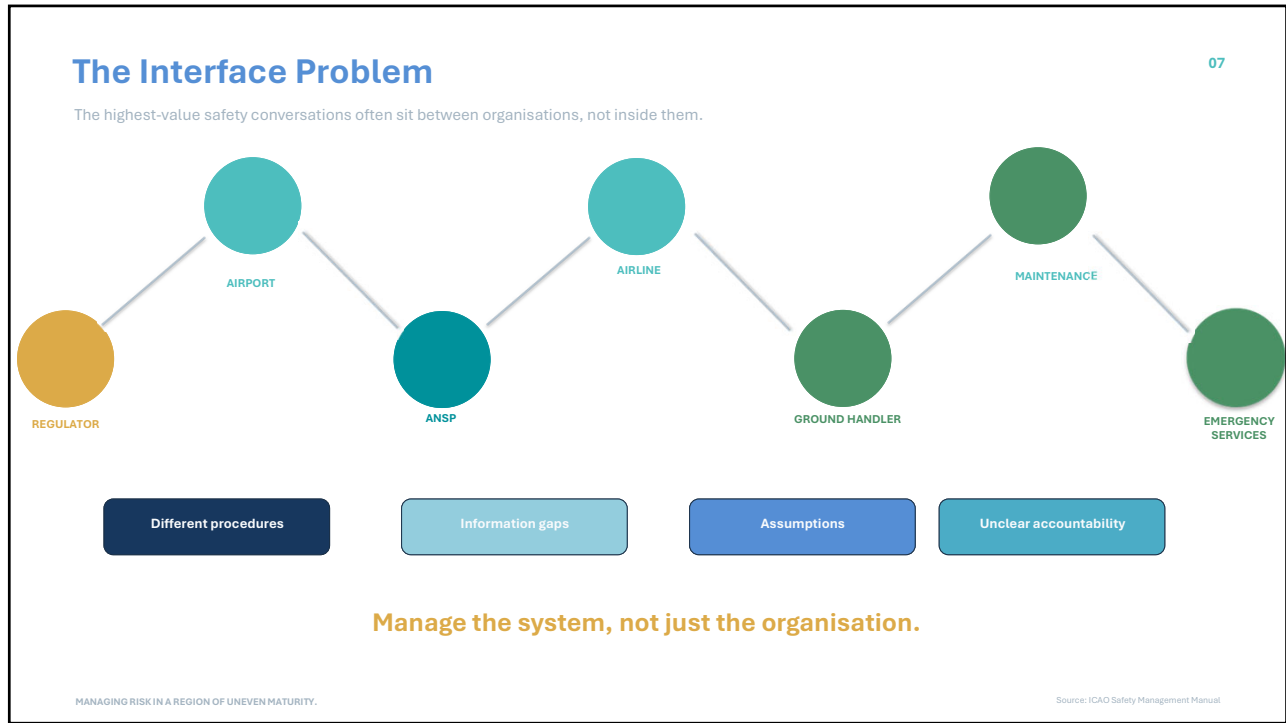


The buffer is not a substitute for long-term capability development.

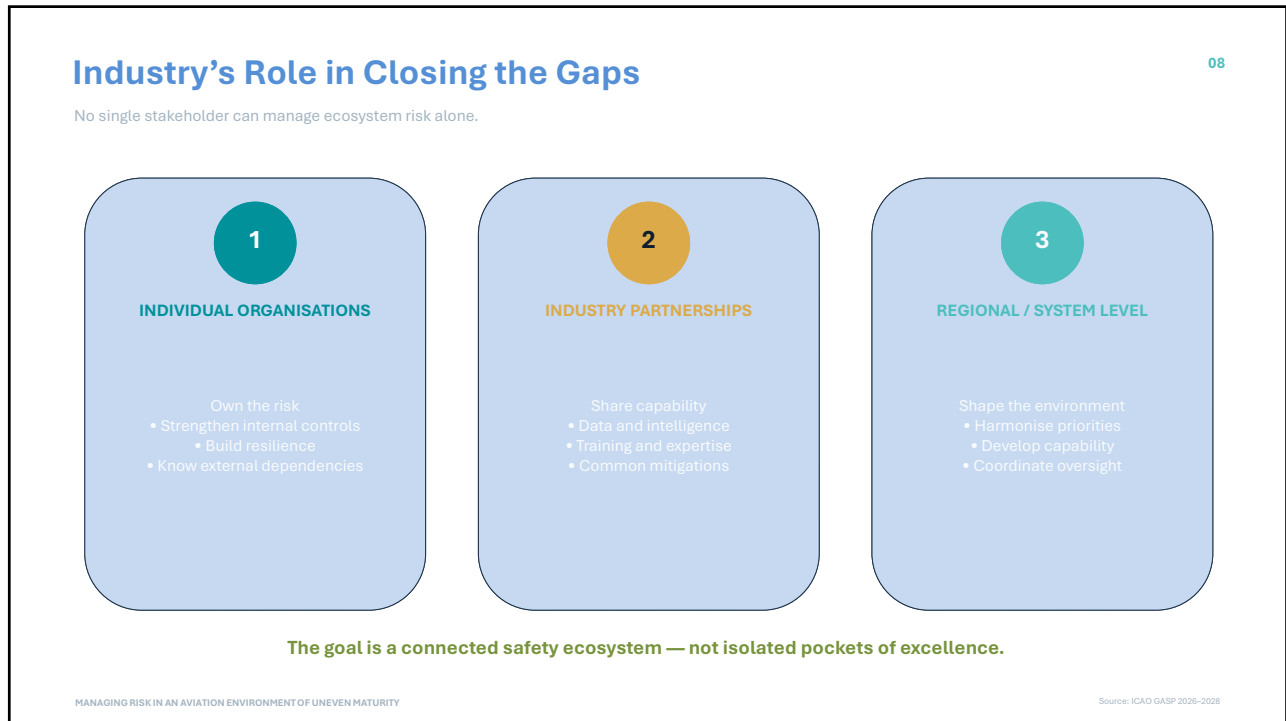
MANAGING RISK IN A REGION OF UNEVEN MATURITY.

Conceptual framework

6



7

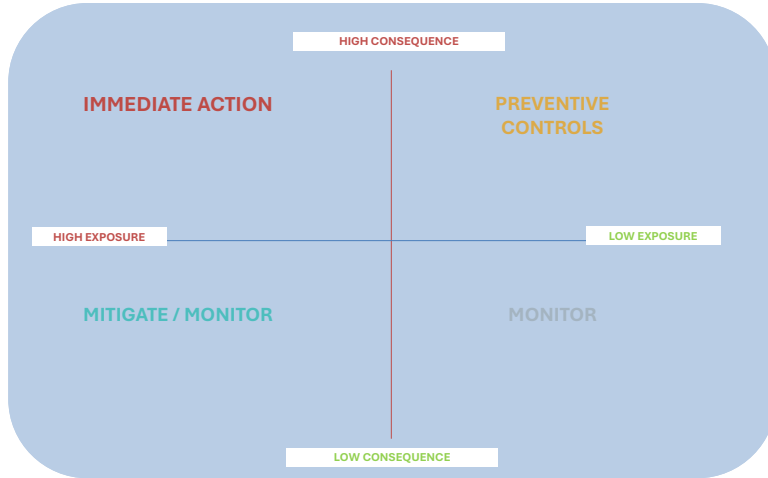


8

Prioritizing Investment

09

Risk should determine where additional capability, resilience and oversight are bought first.



Leadership questions

- What can fail?
- How exposed are we?
- What is the consequence?
- What control reduces the risk fastest?
- Who owns the residual risk?

MANAGING RISK IN A REGION OF UNEVEN AVIATION MATURITY.

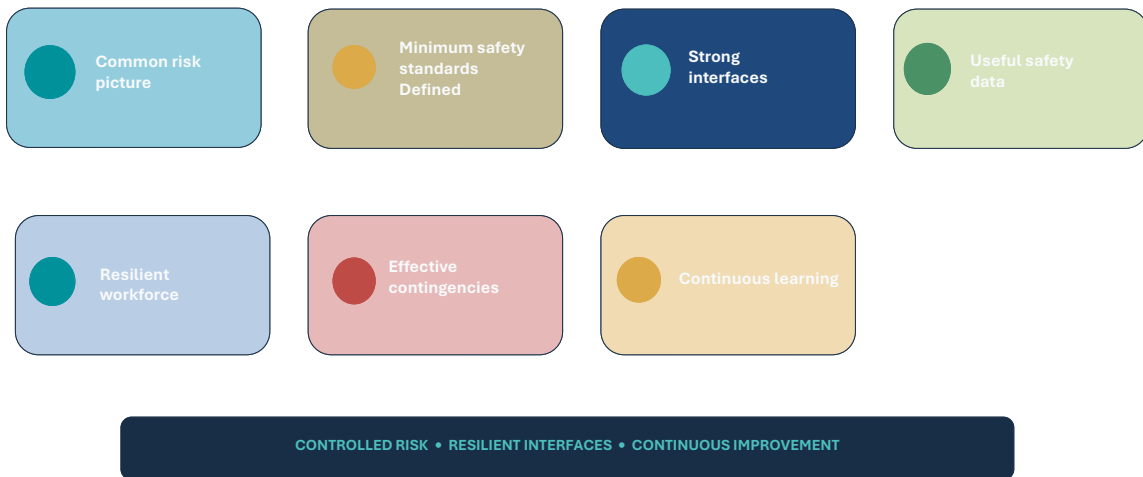
Conceptual risk-prioritisation matrix

9

What Good Looks Like

10

The objective is not identical maturity everywhere — it is predictable, controlled and resilient risk.



MANAGING RISK IN A REGION OF UNEVEN AVIATION MATURITY

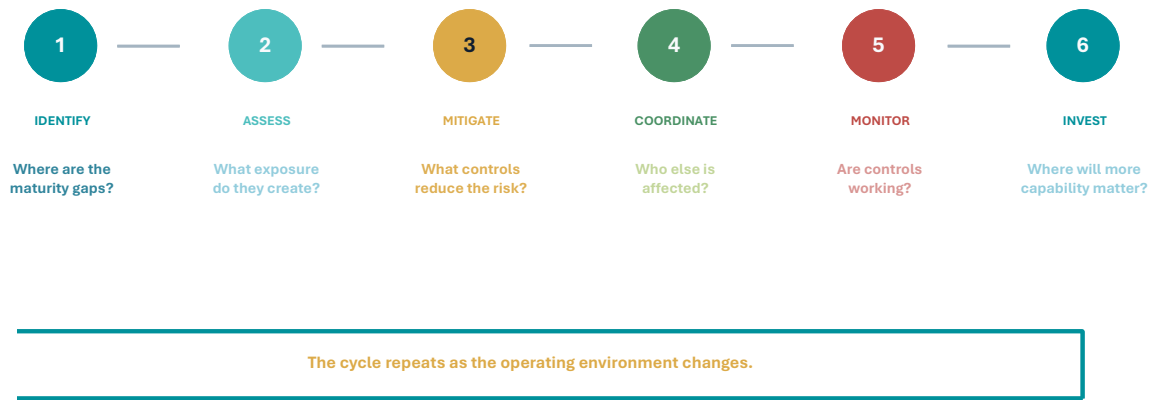
Source: ICAO Safety Management / GASP

10

A Collective Industry Risk Framework

11

A simple cycle for turning maturity differences into managed risk.



MANAGING RISK IN A REGION OF UNEVEN AVIATION MATURITY.

Conceptual framework informed by ICAO integrated risk management

11

Leadership Actions

12

Five actions for the organizations that shape the aviation ecosystem.

- | | | |
|----|-----------------------------------|---|
| 01 | ESTABLISH THE RISK PICTURE | Know where maturity differences create material exposure. |
| 02 | PROTECT THE INTERFACES | Make cross-organisational dependencies explicit. |
| 03 | BUILD RESILIENCE | Plan for degraded capability, not only normal operations. |
| 04 | SHARE INTELLIGENCE | Turn safety data and experience into collective learning. |
| 05 | INVEST STRATEGICALLY | Prioritise people, infrastructure and systems by risk. |

Leadership test: "What happens when the system is operating at its weakest point?"

MANAGING RISK IN A REGION OF UNEVEN AVIATION MATURITY.

Source: ICAO GASP 2026-2028

12

Uneven maturity
is inevitable.

Unmanaged risk
is not.

CONTROL

Know the exposure

CONNECT

Manage the interfaces

IMPROVE

Build capability over time

The objective is not identical capability everywhere.
It is a resilient aviation system in which risk remains
controlled.

MANAGING RISK IN A REGION OF UNEVEN AVIATION MATURITY.

ICAO-aligned strategic framing

13

QUESTIONS?

TECKLA WAINOE

SAFETY OFFICER

SAFARILINK AVIATION

MANAGING RISK IN A REGION OF UNEVEN AVIATION MATURITY.

ICAO-aligned strategic framing

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