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ECACNEWS

European Civil Aviation Conference Magazine

#80

DIVERSITY AND INCLUSION: Shaping a sustainable future for civil aviation

From policy to practice:
promoting diversity in
aviation organisations

Taking off together:
building an inclusive
future for the aviation
sector

From cockpit to cabin:
promoting diversity and
inclusion in civil aviation

ECAC Spotlight:
European Coordination
Group on Economic
matters



Contents #80

- 1** | FOREWORD
Aviation's journey towards diversity and inclusion
Elisabeth Landrichter

From policy to practice: promoting diversity in aviation organisations

- 3** | Breaking barriers: the importance of diversity and inclusion
in recruitment and management
Interview with Sélim Jardak and Kasper Jelsbech
- 6** | EUROCAE – building strong standards thanks to diversity
Anna Von Groote

Taking off together: building an inclusive future for the aviation sector

- 10** | Cleared for take-off: addressing gender disparities
in aviation leadership
Myriam Habib
- 12** | Evolving workforce – nurturing fresh skillsets for inclusive success
Jasmine Banghard
- 14** | The next generation: encouraging youth from all backgrounds
to pursue aviation careers
Damien Cazé
- 16** | Beyond numbers: measuring success in diversity and inclusion
initiatives in civil aviation
Louise Moqvist

From cockpit to cabin: promoting diversity and inclusion in civil aviation

- 20** | How to make air travel accessible for passengers with disabilities
Alessio Quaranta
- 22** | The importance of diversity and equality in civil aviation
Neslihan Bastug and Halil Ibrahim Kansiz

News from ECAC & JAA TO

- 25** | ECAC Spotlight
European Coordination Group on Economic matters
Interview with Christine Mucina-Bauer
- 26** | ECAC in brief and calendar
- 31** | News from JAA TO

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Aviation's journey towards diversity and inclusion

In the dynamic landscape of the aviation industry, the principles of diversity, equity, and inclusion have evolved beyond mere buzzwords. They have now assumed critical roles in shaping the future of this ever-changing sector.

In this edition of ECAC News, we explore various dimensions of diversity and inclusion (D&I) initiatives in civil aviation. We applaud the strides made in crafting a more efficient, intelligent, and sustainable aviation system. These tireless efforts are setting the stage for an aviation industry that treasures novel perspectives and innovation, fuelled by a workforce that embodies the full spectrum of human experiences.

While measuring diversity and inclusion initiatives often involves quantitative data, the real impact of these programmes transcends numbers. The ultimate objective is to foster a lasting culture of inclusion, where every individual not only feels valued but also empowered to bring their talents to the fore. It is about creating a business environment where differences are welcomed as they enrich the discussions, bring more ideas and support innovative thinking.

The aviation sector is committed to a more inclusive and diverse future. It is not just about meeting present-day needs but about equipping the industry to address the demands of the future, with innovation, social and economic sustainability, and accessibility at its core.

As we continue on this journey, it is of utmost importance that we acknowledge the progress achieved. We also have to learn from one another's experiences, foster collaboration, and collectively work towards a shared vision of an aviation industry that welcomes all, regardless of their background, gender, nationality or identity. The future of aviation is bright, diverse and inclusive, and we are all privileged to be part of this transformative era in the aviation history.

Finally, I extend my heartfelt appreciation to all contributors who have dedicated their insights and efforts to this edition of ECAC News. I warmly encourage you to read the articles, with the hope that they may inspire fresh perspectives and foster meaningful dialogues across various dimensions of diversity and inclusion within the aviation sector. ●



ELISABETH LANDRICHTER

ECAC Focal Point for Diversity and Inclusion, and Director General for Civil Aviation and Deputy Director General for Transport, Federal Ministry for Climate Action, Environment, Energy, Mobility, Innovation and Technology, Austria

“

The ultimate objective is to foster a lasting culture of inclusion, where every individual not only feels valued but also empowered to bring their talents to the fore.”



**From policy to
practice:**
promoting diversity in
aviation organisations

Breaking barriers: the importance of diversity and inclusion in recruitment and management



Sélim Jardak and Kasper Jelsbech talk about the importance of promoting diversity and inclusion in hiring and leadership

What was the main driver that brought you to the diversity and inclusion field?

KASPER: As a man in my late thirties who grew up in the Nordic welfare states, I have come to realise that the opportunities I have enjoyed – and also taken for granted – have left me somewhat blinded to the challenges faced by individuals with a different passport, gender or physical abilities to me. Being confronted with these obstacles faced by others has, over time, given me a strong desire to strive towards greater fairness in society and to promote understanding of the diverse circumstances that shape people's lives.

SÉLIM: During my university studies, I worked part-time at a care centre for adults with disabilities, the *Association des Paralysés de France*. This opened my eyes to what it meant to be different, part of a minority group, having to cope with (non)inclusion hurdles in everyday life. Being differently able was a challenge for each and every individual I took care of. Despite their qualifications, skills and capabilities, they often confronted obstacles, including discrimination, from accessing the job market to receiving basic respect as individuals.

Since then, I have developed a heightened sensitivity towards diversity and, particularly, equity. Offering equal opportunities is not enough. It is imperative to adapt policies and procedures to accommodate individual situations for certain groups of people. For example, implementing recruitment and selection procedures that take into account the needs of differently able people.

Share a story or an example of a time when you celebrated cultural diversity or recognised the contributions of under-represented groups.

KASPER: As an anthropologist and a diversity, equity and inclusion (DEI) consultant, this is what I try to do every day. I have experienced countless situations in executive groups, production lines or classrooms where the most novel solutions or the

best ideas come from the person or persons who stand out from the rest. In fact, these ideas and solutions rarely come from the people who have most in common with others.

SÉLIM: The launch of EUROCONTROL's diversity policy in 2019 allowed me, as D&I activity lead, to purposefully support students from underrepresented groups (individuals with disabilities and people of colour) through the traineeship programme. Our policy foresees that *"preference can be given to an underrepresented gender or nationality in the case of equally skilled candidates in order to complement the diversity of a team"*. With that in mind, I went a step further by selecting the candidates who not only met the traineeship requirements but who also possessed diverse characteristics essential to enriching our team and bringing fresh perspectives. We can certainly debate about the necessity for and impact of quotas and positive action. However, these trainees, having gained experience at EUROCONTROL, were able to take up their first jobs immediately after, and I recognise the value of the initiative.

What challenges have you encountered in promoting diversity and inclusion, and how have you overcome them?

KASPER: It is innate to humans to prefer being around others like us. This is what got us through the hard times thousands of years ago and we still carry it with us today. For that reason, it often takes extra effort to embrace people who are markedly different from us.

SÉLIM: Introducing a D&I policy and ensuring the highest level of sponsorship is a start. However, the main challenge lies in effecting lasting behavioural change. In addition to the various actions we have initiated, including training managers, forming gender-balanced and inclusive selection boards and statutory committees, we always need to revisit our policy objectives. This is achieved through running awareness campaigns on significant dates, supported by testimonials. For instance, observing

interview
with



SÉLIM JARDAK

Senior HR Business Partner,
EUROCONTROL



KASPER JELSBECH

Partner, Living Institute



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“
Inclusive leaders
serve as role
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challenge
stereotypes
and create a
psychologically
safe work
environment.”

International Women's Day on 8 March, Girls and Women in Science on 11 February, and International Day Against Homophobia on 17 May.

We also continue the momentum by taking small- and large-scale actions with the close association of our staff. We encourage staff to take and roll out D&I initiatives such as Lunch Time D&I conversations, and we sponsor events like Aviation for All/Aviation for Girls (AviAll), an action by one of our experts, Tamara Pejović, who dedicates personal time and efforts to this endeavour.

Measuring the level of inclusion poses another challenge for us. We moved away from extensive annual surveys to more direct “pulse taking” initiatives. Among these, the most visible and impactful initiative involves regular direct exchanges between a group of staff and our director general, referred to as *Touch Base with Raúl*. This novel approach, initiated by our director general, is contributing to translating the concepts of inclusion and “safe space” into a reality. It allows our staff to openly and directly voice their opinions and concerns to senior management.

Could you describe a successful initiative or project where diversity and inclusion were pivotal to its success? What were the key factors that made it inclusive?

KASPER: The Qantas transformation programme launched in the mid 2010s is one example. Then CEO Alan Joyce publicly announced that the key to the success of the airline was the diverse composition of the people. Their ability to challenge each other's viewpoints to collectively reach better decisions was enabled by a shared focus on inclusion and the value of not being similar in every aspect. And, of course, who better to act as a role model for diversity and inclusion than the CEO.

SÉLIM: To me, D&I goes hand in hand with “belonging”. A few years ago, we rolled out a software developed by a small German start-up (@Mystery Mind) that sets up lunch dates for people who don't know each other. It was interesting to see how many people working in the same or in different units had never had an opportunity to meet and exchange. Indirectly (knowing that our colleagues are recruited throughout our 41 Member States), this initiative, labelled “Connect@Lunch”, was a great way to move people out of their comfort zone by allowing them to meet and have lunch with colleagues they did not know and who were different from the “inner circle” peers they usually socialise with.

In your opinion, what role does leadership play in fostering a culture of inclusion, and how can we ensure that leaders are equipped to promote diversity and inclusion among their teams?

KASPER: Research has shown that employees' sense of inclusion can depend on their leader up to 70% of time. We know that inclusive leaders generally share three key characteristics: they are self-aware of their own biases and blind spots, they have the ability to motivate and engage highly diverse teams, and they serve as role models to challenge stereotypes and create a psychologically safe work environment.

SÉLIM: Leaders and managers are the role models. As decision-makers, they have a key role to play in shaping workplace culture. They must walk the talk. As an example, the director of one of our business units signed up for our first wave of unconscious bias training for managers; his participation gave full credibility to the training and led to high attendance by other managers.

How can we foster an inclusive environment that encourages open dialogue and the exchange of ideas among individuals with diverse perspectives and experiences in civil aviation?

KASPER: It is about understanding why diversity matters. One reason diversity matters in civil aviation is precisely to enhance services for travellers. Travellers are, of course, diverse, which is why representing that diversity in civil aviation gives better opportunities to offer improved services. Once we see the value in mirroring the diversity of the people and societies we serve, we are more likely to be open-minded to different perspectives and challenge our own assumptions.



Without leadership, the prospects for success are slim.

SÉLIM: As far as EUROCONTROL is concerned, in addition to our internal efforts, we engage with and contribute to several sector-wide D&I initiatives. This includes initiatives by organisations like ICAO, EU Commission/DG MOVE's "Move More Women in Transport", and IATA's 25by2025. This serves as a way to share, be aware of, import and implement best practices.

How do you envision the future of diversity and inclusion in civil aviation, and what steps can be taken to further enhance the industry's commitment to these principles in the years to come?

KASPER: Like any other industry, civil aviation competes for the best talents. One way to win this talent war is by appealing to a broad and diverse pool of individuals. However, this effort cannot be driven mainly from the ground up. Without explicit commitment from leadership across the board, there is little chance of seeing long-term success in diversity and inclusion.

SÉLIM: The challenge for EUROCONTROL, the directors general of civil aviation and the entire sector is still to attract and retain more women in technical and decision-making roles. The recruitment pipeline is thin due to continued imbalances in intakes within science, technology, engineering and mathematics (STEM) studies. At EUROCONTROL, we try to reach out to the future generation, girls and boys, not only through our graduate traineeship programme but also via initiatives open to high school students (e.g. the Mobile Newton flight simulator, a one-week bootcamp for high school students, AviAll sponsorship etc.).



What exactly do we mean by diversity, equity and inclusion?

KASPER: Diversity can be defined in many ways, encompassing the multitude of differences among individuals. One approach to distinguish these differences is through what we call our social categories, such as gender, age, nationality, religious background, sexual orientation, ethnicity, and so on. On the other hand, there exists diversity of thought, including educational background, experiences, talents and the like.

Equity means that we offer everyone fair opportunities for growth and development knowing that different people sometimes need to take different paths.

Inclusion is making sure that people are valued for their unique contribution and feel that they belong, that they are part of the team, so to speak. Without inclusion, diversity will not work.

How do we encourage people to recognise the importance of DEI?

KASPER: There are various ways. The most powerful is to encourage people to experience life from different perspectives, to walk in someone else's shoes. Are you enabling underrepresented people to share their experiences? Do you engage with diverse groups of people, or do you stay within your own circle?

Sometimes, simply seeing the value that diversity and inclusion brings to a team working collaboratively towards a shared goal can also do the trick. Are you sharing the success stories when diversity makes a difference?

How can we get started working with DEI?

KASPER: In any organisation, the key is to separate the facts from the myths. This means having good and reliable data. Are we proficient enough at ensuring fair opportunities for all our employees? Are we fostering a culture where people feel included? These are core questions that need exploring. Next, leadership has to commit to taking action. Without leadership, the prospects for success are slim. ●

Sélim Jarda, a public law graduate, has worked across diverse HR roles. Beginning as a careers advisor for graduates and a recruitment officer at the European Synchrotron Radiation facility, he spent nearly a decade in the HR team at the European Central Bank in Frankfurt, participating in the rapid growth of the ECB. Currently senior HR expert at EUROCONTROL, Sélim led the D&I activities stream from 2018 to 2023.

Throughout his career spanning academia, fundamental physics, central banking, aviation and AMT, Sélim's passion lies in HR and people matters. He is senior HR business partner for ECAC and its formal point of contact at EUROCONTROL, addressing various aspects of human capital management.

With a PhD in anthropology and as partner at the Living Institute, **Kasper Jelsbech** combines deep academic reasoning with extensive practical experience from the public and private sectors worldwide. Within the aviation industry, Kasper has worked closely with EUROCONTROL and ECAC, contributing to the design and delivery of diversity, equity and inclusion training.

EUROCAE – building strong standards thanks to diversity

Diversity, equity and inclusion are ubiquitous across the aviation industry. They are now top priorities in many organisations, especially as we move towards the future with our shared goals for a more efficient, smart and sustainable aviation system.

I am very pleased to write this article as a woman in aviation and as the director general of EUROCAE, the European leader in the development of worldwide-recognised industry standards for aviation.



ANNA VON GROOTE

Director General,
EUROCAE

“
We see the increasing importance of diversity, equity and inclusion within our own organisation – as well as the strategic importance of this subject for the entire aviation community.”

Founded in 1963, EUROCAE is an international non-profit organisation bringing together over 5000 experts from across the aviation community, from close to 500 member organisations in Europe and worldwide, to develop and promote consensus-based high-quality standards for civil aviation systems and equipment. These standards support international harmonisation and global interoperability and significantly contribute to the safety, efficiency and environmental sustainability of the global aviation system.

These standards play a crucial role in the uptake of new and innovative technologies in international aviation. They support operational, developmental and regulatory processes, and help the community in addressing emerging global aviation challenges.

Even though we are a small organisation compared to many others in the aviation sector, we see the increasing importance of diversity, equity and inclusion within our own organisation – as well as the strategic importance of this subject for the entire aviation community.

EUROCAE, by its very nature, is a diverse organisation. We benefit from the diversity of our members and partners, building and achieving consensus to develop high quality, robust standards for the aviation community.

This is also the case within the EUROCAE Secretariat. For many years, we have set out clear rules of conduct for all our employees to ensure high individual ethical awareness and standards and to maintain a culture that is consistent with our values, and generates transparency, trust and responsibility for the consequences of decisions and actions. EUROCAE considers that all its staff members, by their exemplary action, have a special responsibility in achieving these goals as well as the commitments to its stakeholders.

This creates an organisation where diversity (of race, ethnicity, gender, age, religious belief, or any other unique factors) and equity (equal treatment and opportunities for all our team members throughout the entire employment cycle) are part

**Diversity and equity
are part of our DNA.**

of our DNA. Moreover, we encourage an environment of inclusion, where everyone feels included and valued, respected and mutually supported and in which everyone feels they have a purpose and belong.

And we live this every day. We have an international team in the Secretariat as well as in the working groups. Collaborators and experts come from various age groups, nationalities, educational and cultural backgrounds. This is enriching our work, strengthening the organisation and enabling us to be efficient and effective. Having people from diverse backgrounds and experiences in a team not only makes us stronger, more efficient and more innovative but is also great fun to work with! I take immense pride in leading and working with this team of great professionals who share common values and bring them to life every day.

It is out of this deep conviction and commitment that a few years ago we launched our contribution to the future of the aviation community and our workforce, with our working group WG-125 Next Generation Aviation Professionals (NGAP). This follows an initiative by ICAO in 2009 to ensure that sufficient qualified and competent aviation professionals would be available to operate, manage and maintain the future international air transport system. EUROCAE launched this NGAP work following several stakeholder workshops held to understand our members' concerns about hiring, retaining, and attracting talent in aviation, as well as their views on gender equality and how education and training must evolve to adapt to future technologies. WG-125 officially kicked off in January 2023 with the objective of developing best practices, tools and standards, as well as promoting ideas required to



facilitate data-sharing activities. These efforts aim to assist the aviation community in attracting, educating and retaining talent for the next generation of aviation professionals. The WG is concentrating on two main activities:

- The first EUROCAE Report (ER), "Best Practices for Mentoring Students and Young Professionals", will describe the importance of good mentoring, the important characteristics and profiles for mentors, managing expectations from mentees, indicators of a successful mentorship, ways to match mentors and mentees, benefits of formal versus informal mentoring opportunities, and it will list factors that could derail a successful mentorship.
- A second ER, "Guidelines and Techniques to Foster Cooperation and Collaboration Among Aviation Stakeholders and Educational Institutions", will explain the benefits of such collaboration, identify ways to encourage dialogue between these actors, and provide several means to collaborate, and discuss skills development, skills assessment and skills maintenance.

These deliverables are expected to be available in early 2024.

It is important to note that the NGAP Programme is particularly important in this time, despite shifting priorities and the COVID-19 pandemic. Technological advancements continue to occur, and personnel must be trained to cope with these changes. Com-

petent youth must also be attracted into the industry to ensure continuous workflow and avoid the forecasted shortage of personnel in the future. We have witnessed the effects of the NGAP issues ourselves. As we have been actively recruiting over the last years, we have seen priorities shift. We see that next generation professionals – but also more seasoned ones – have different priorities for their professional fulfilment, work-life balance, values, etc. It is great that we can accompany these developments in an agile manner and we see the value of having such a diverse team in terms of performance, creativity and innovation.

Moreover, once a year we recognise excellence in aviation standardisation, and amongst those special people we honour we make it a point to appreciate the contribution of a woman. While each individual contribution is valuable in itself, there are always those working group members who "go the extra mile", who take on additional tasks or contribute in an exceptional way. It is those members we want to acknowledge each year with the EUROCAE Awards, and since last year we have bestowed a dedicated "Women in Aviation" Award.

Personally, I have been fortunate and blessed in my career and am very grateful to all current and former leaders of EUROCAE for having created an environment and climate that is conscious of diversity and inclusion, thereby minimising the challenges we might face on a day-to-day basis.

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We have set out clear rules of conduct for all our employees to ensure high individual ethical awareness and standards.”

Addressing diversity, equity and inclusion will be the foundation to reach our shared goals for a more efficient, smart and sustainable future for aviation.

“
Consensus-based,
open and
transparent
standardisation
is strongly based
on equity, diversity
and the inclusion
of all involved
stakeholders.”

Nevertheless, it is still a topic close to my heart as a female leader and woman in aviation. I am therefore delighted to be a member of the International Aviation Women's Association (IAWA), a worldwide organisation for women who hold leadership positions across the entire spectrum of the aviation and aerospace industry. Women are assuming greater and more visible roles within the industry and IAWA greatly helps to cultivate and advance women leaders in the aviation and aerospace industries through a global network, as well as providing scholarships and mentoring for the next generation. Its global and regional conferences encourage networking and exchanging on the state of affairs in the aviation and aerospace industry. Through the promotion of women on panels, the conferences showcase the competence of the females in our industry, providing the evidence that panels today can easily be staffed with highly qualified diverse participants. It's a tremendous pleasure and honour to work alongside these amazing women.

Over the past 60 years, EUROCAE has witnessed the development of many industry-leading technologies and accompanied the innovation lifecycle through the timely development of relevant standards. These efforts have helped to ensure that the aviation industry is well-equipped to meet the challenges of the 21st century and beyond. Addressing diversity, equity and inclusion both within our organisation as well as supporting our members and the community to do so will be the foundation to reach our shared goals for a more efficient, smart and sustainable future for aviation. EUROCAE is proud to play its part in this – and so am I! ●

Anna von Groote joined EUROCAE in 2011 and was appointed as its director general in 2022. She has over 15 years of progressively responsible experience in aviation standardisation. Anna holds a master's degree in European studies from the Centre for European Integration Studies, University of Bonn, and a Master of Laws (LLM) degree with a focus on intellectual property and technology law from the University of Liverpool.



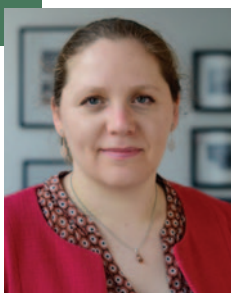
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Taking off together: building an inclusive future for the aviation sector

Cleared for take-off: addressing gender disparities in aviation leadership

One century after its inception, the civil aviation sector is facing two major challenges: tackling decarbonisation, and becoming more inclusive.



MYRIAM HABIB

Chief of Staff, General
Secretariat, *Direction générale
de l'Aviation civile (DGAC)*
(French civil aviation authority)

“
Gender equality
is a prerequisite
to achieving
sustainable
development
for all.”

French employers' trade unions such as GIFAS (for the aeronautical sector) and FNAM (for the aviation sector), together with the French administration, produce annual reports comprising data by gender in the sector. These reports show that only 39.2% of the air transport sector employees are women, with a drop in the proportion of women in air transport between 2018 and 2020. Women are overrepresented in commercial cabin crew (two out of three employees), while being underrepresented in the areas of flight deck crew (7% of employees), qualified maintenance mechanics (6% of employees), and qualified warehouse workers and forklift drivers (4% of employees).

Gender equality is a prerequisite to achieving sustainable development for all. As discussed at the ICAO Global Aviation Gender Summit last July, all continents are committed to achieving this goal within the next years. In aviation, as in other sectors, diversity and inclusion are a justice matter as well as being true assets and a guarantee of performance and productivity: having more diverse teams drives innovation and creativity.

Committed to these topics for many years, France welcomed the creation of the ECAC Network on Diversity and Inclusion in 2022, as well as the ICAO call-to-action launched in Madrid in July 2023.

At national level, the French civil aviation authority (DGAC) works very closely with the French National School of Civil Aviation (ENAC) and the industry to promote short-, medium- and long-term actions.

To make this happen, new role models and better communication, new recruitment methods and innovative promotional techniques are essential.

Female role models and communication: everything starts with information!

To advance gender equality in aviation and align with the ICAO Assembly Resolution A41-26 and the goal of achieving a 50-50 gender balance by 2030, several mechanisms should be considered. Continuation and reinforcement of initiatives promoting access for women to all professions, especially technical and scientific ones, is crucial. Actions starting from an early age in schools should be sustained to prevent self-censorship among young women. Awareness-raising programmes and efforts to promote women's representation in the aviation sector should continue.

The main obstacles identified by France include limited awareness of aviation professions, lack of role models, and challenges in higher education and employment in technical fields. To overcome these obstacles, efforts should focus on communication, challenging stereotypes, and promoting aviation professions to young women. Providing role models, social and financial support, and addressing obstacles related to employment, sexism, and career development are equally important.

Both the French government and the industry have taken initiatives to promote career opportunities in aviation to young women and girls. National policies are implemented to promote science and technical professions to young women and girls, including those that would be relevant to the aviation sector. These initiatives involve partnerships with the education sector.

Thus, continued information sharing, collaboration among different actors in the sector, and initiatives related to higher education, such as those led by ENAC and the association *Elles bougent*, can help to motivate female students to embrace scientific and technical fields.

Associations such as *Elles bougent*, the French Association of Women Pilots (AFFP), and the *Label Féminisons* initiative by the association *Airemploi* also contribute to promoting gender diversity in the



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aviation sector. These initiatives aim to combat gender stereotypes, inform young girls about career opportunities, reinforce the attractiveness of the sector, and inspire vocational interest in young girls.

Women who have succeeded in aviation are mobilised as role models. Associations connect successful women engineers, technicians and professionals with students. These sponsors, who come from various horizons, share their experiences and passion for their respective fields. Through their testimonies and interactions, they help young women to make informed career choices, inspiring them to consider scientific and technical professions without hesitation.

The initiatives involve the promotion of women in decision-making and leadership roles, and they often include organising regular events, workshops, and awareness-raising opportunities. The DGAC, ENAC, and the Ministry of Transport are actively involved in these initiatives, collaborating with the associations and participating in collective efforts for women's advancement. The GIFAS, representing manufacturers in France, has also strengthened its actions to promote gender diversity through partnerships, charters, and participation in initiatives such as "Let's feminise the professions of the aeronautical and spatial sector."

The broader national and interprofessional efforts in France emphasise gender equality and the feminisation of professions through various activities and collaborations. Equality between girls and boys is a fundamental principle in the education system, aiming to create a supportive and violence-free environment, fostering diversity and equality in career choices.

Recruitment and promotion

In France, various initiatives have been launched to promote gender equality and women's empowerment in the aviation sector. For example, the French DGAC supports promotional campaigns to address labour shortages in specific professional categories. These campaigns aim to raise awareness among women by engaging with educational establishments, supporting relevant associations, and participating in events like the Paris Air Show.

In France, there are quantitative targets and obligations settled at the national level to promote gender equality and women's empowerment. Com-



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panies with at least 50 employees are required to collect data and publish their index on professional equality between men and women annually. Administrations also have an obligation to nominate and promote employees to decision-making and top management positions in a balanced manner, with a target of 40% (soon to be 50%) of women in primo-nominations. Some of the aviation sector stakeholders in France have also set quantitative targets on gender equality in their respective fields.

At the same time, a **safe working environment** shall be offered to all: the French DGAC has implemented a very robust organisation to make sure that sexist and sexual violence is banned, with the help of a dense network of contact persons in all services and with training for everyone.

Additionally, supporting childcare and improving transportation access to airports can facilitate women's participation in aviation careers. Mentalities at work are slowly changing: late meetings are no more proof of commitment and qualitative work. Good news: the next generation, men and women, asks for a better work-life balance. This balance is ultimately good for the institution, which is then more attractive and can rely on an efficient workforce in the long term. ●

Myriam Habib is a graduate of the École Polytechnique, a civil engineer from the École Ponts ParisTech, and a graduate of the French-German Master of Governance and Administration. She joined the French civil aviation authority (DGAC) in 2011. In 2015, she was appointed advisor to the Minister of State for Transport, Marine Affairs and Fishery, in charge of air transport and aviation industry. In 2017, she became head of air navigation services for Paris-Orly Airport and general aviation airports in the Paris area. Today, Myriam is chief of staff at the General Secretariat of the DGAC.

In aviation, as in other sectors, diversity and inclusion are a justice matter as well as being true assets and a guarantee of performance and productivity.

Evolving workforce – nurturing fresh skillsets for inclusive success



JASMINE BANGHARD

Deputy Director General for Civil Aviation, Department for Transport, United Kingdom

“By ensuring the routes into aviation are visible and accessible, we can ensure that aviation is a diverse, inclusive and skilled industry that is resilient and sustainable.”

Once the luxury of the few, aviation is now a global connector that people rely on to work, relax and see their loved ones. It faced deep challenges during the COVID-19 pandemic, and talented people with a range of skills returned planes to the sky.

With a green transition underway, the rise of artificial intelligence, and new technologies, it's clear that the skills pipeline for the aviation industry is more important than ever. We must also recognise that to achieve our shared ambitions for the industry to thrive, not just survive, we must strengthen our talent pool and strive for a workforce that reflects our society.

Training for a pilot's licence in the United Kingdom (UK) today will cost the cadet a staggering £60 000-£160 000, pricing out a range of talented people – particularly those from underrepresented backgrounds. We must be ambitious with removing barriers so we can attract skilled and diverse professionals from all backgrounds into the sector.

By ensuring the routes into aviation are visible and accessible, we can ensure that aviation is a diverse, inclusive and skilled industry that is resilient and sustainable.

The [Generation Aviation](#) programme, delivered by the UK Department for Transport (DfT), is one of the UK government's answers to these issues. Generation Aviation is a collaboration between government and industry that aims to build an aviation workforce fit for the future by raising the profile of aviation careers, removing barriers to access by building new career pathways and attracting people from different backgrounds to provide fresh thinking for the aviation industry's future.

Aviation Ambassadors

The UK's [Aviation Ambassador](#) programme creates role models to raise the profile of the aviation sector, deliver enhanced outreach activities, and develop and promote career pathways. They play an important role in inspiring the next generation of aviation professionals and championing the sector to prospective workers from all backgrounds.

The Aviation Ambassadors represent the diverse ecosystem of the industry, from pilots and engineers to lawyers and drone operators showing new career paths and sharing advice on how to join the

industry. The principle guiding the Aviation Ambassadors is that “you can't be what you can't see”. When a young person is deciding what career path they plan to follow, it is far easier to choose careers that they know someone in, somewhere they know they'll be accepted and have the skills to fit in. The Aviation Ambassadors' purpose is to fill that niche, to give people from diverse backgrounds someone who can inform and inspire them, making sure their passion for aviation is realised.

Outreach

Outreach forms a core branch of the Generation Aviation programme. The UK DfT supports the work of the Civil Aviation Authority (CAA) supporting the science, technology, engineering, mathematics (STEM) team, which aims to make aviation and aerospace more accessible to young people. This includes acting as a Duke of Edinburgh award-approved activity provider, offering virtual work experience events, and hosting a multitude of educational resources to empower young people to choose aviation.

The UK DfT also funds the STEM team to deliver the “Reach for the Sky Challenge Fund”, which supports organisations – predominantly charities – with the aim of inspiring young people to explore careers in STEM, aviation and aerospace, sometimes focusing on specific groups that are underrepresented within the aviation industry. For example, we provide funding to Stemettes, a UK-based charity delivering the “She's Sheila Scott” programme, an aviation-focused STEM learning package engaging primary-aged young women and non-binary people. We also support the charity Aerobility, which focuses on improving the accessibility of aviation to disabled individuals. They work with industry to implement their [Equal Skies Charter](#) to help ensure employment in aviation is available and accessible to those with disabilities.

Industry collaboration

To attain the high ambitions we all share, we must work together, and a partnership between government and industry is fundamental.

Through our collaboration with the UK Aviation Industry Skills Board (AISB), we ensure open communication of skills issues. The AISB launched the Flight Operations Coordinator Apprenticeship, an 18-month programme that allows individuals from any economic or social background to find a career in aviation. Free at the point of entry, the accessi-



© photography33

You can't be what
you can't see.

bility of apprenticeships means they are a core priority for the UK government, and it is imperative that we work with industry to ensure they are utilised and available.

There are also some excellent examples of industry-led initiatives in the UK: British Airways launched the Speedbird Pilot Academy, which will train 60 cadets a year with no upfront cost. TUI runs a Multi-Pilot Licence (MPL) training programme which takes away the high initial cost of pilot training, funding it through salary sacrifice on completion. And Teesside University has launched an apprenticeship on how to run an airport, a critical step on the path to address skills shortages in the aviation industry.

Taking skills international

The UK Department for Transport is clear on the importance of promoting skills, diversity and accessibility for aviation. Aviation is a global industry and faces common challenges across countries. Successes we've seen in the UK could be replicated across the globe, and the UK can learn from its

international partners. We are collaborating with partners on aviation skills globally through the Global Aviation Skills Taskforce (GAST), "developing the workforce for the future". The task force is a coalition of States, industry and trade associations we work together with to address the global skills and workforce challenges faced by the aviation and aerospace sector by sharing best practices and drawing on successful skills development programmes from across the globe to create a toolkit all States can access and benefit from. We are also funding the International Civil Aviation Organization to deliver a Global Aviation Ambassador programme to create an international set of State-nominated role models to raise the profile and awareness of the sector. This will allow collaboration on global issues while allowing Ambassadors to address local issues within their respective State.

Closing remarks

To maintain aviation's strength, we must nurture our workforce and enrich it with diversity. If we work together to tackle these challenges, we will protect the magic of connectivity for generations to come. ●

Jasmine Banghard, the deputy director general for civil aviation in the United Kingdom Department for Transport, leads the UK's international strategy in forums like ICAO and ECAC, and spearheads bilateral relationships with key partners across the globe. She has led Brexit aviation negotiations and worked in various areas within the transport portfolio including competition framework and airport policy. Trained as a lawyer, Jasmine began her career at the Financial Ombudsman and joined the civil service in 2018. Passionate about diversity and inclusion, she leads on inclusion strategy and implementation in the Department for Transport. Outside work, she supports community-driven initiatives and serves on the Board of Trustees for Greenwich Carers Centre.

To maintain aviation's strength, we must nurture
our workforce and enrich it with diversity.
If we work together to tackle these challenges,
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generations to come.

The next generation: encouraging youth from all backgrounds to pursue aviation careers

If aviation connects people from different horizons, its employment opportunities should also be accessible to individuals from all walks of life.

Air transport today is struggling to recruit in many areas. Some professions are evolving and companies are required to not only find the talents they need today but also anticipate those they will need tomorrow. The sector must therefore highlight its strengths in terms of attractiveness to draw in a diverse range of talents. By doing so and leveraging this diversity, it can build its future successes and enhance resilience capacity.



DAMIEN CAZÉ

Director General of Civil Aviation,
*Direction générale de l'Aviation
civile (DGAC)* (French civil
aviation authority)

The French civil aviation authority (DGAC) is part of this global approach and places particular emphasis on promoting gender equality. It supports various employment promotion actions, with a specific focus on women. Although progress has been made, there is still a long way to go, notably to identify the obstacles that hinder women's access to certain professions – particularly in the aeronautics industry – and to find concrete solutions to overcome them. “Everything is possible” and one of the main levers lies in the fight against stereotypes from an early age, and in training young people.

Today, the female population is overrepresented in the cabin crew category. However, many women cannot imagine pursuing careers as pilots or engineers. It is crucial to encourage young women to embrace all career paths and challenge any biases or feelings of illegitimacy. Professions such as pilot, mechanic or air traffic controller are often considered as “masculine” professions without any objective reason. Aviation stakeholders are mobilising efforts to transform this image, and the DGAC is committed to contribute to this global goal.

For example, GIFAS, the French representative association of industrialists, has strengthened its actions in favour of gender diversification by signing the “Let's feminise the aeronautics and space professions” (*Féminisons les métiers de l'aéronautique et du spatial*) Charter.

On a broader level, the DGAC is working with the French National School of Civil Aviation (ENAC) to encourage young people from all backgrounds to pursue aviation careers.

ENAC is a higher education establishment that welcomes a large number of international students, offering them excellent teaching in Toulouse and at its various sites in France. This recognised expertise is also exported through partnerships with universities, particularly in Asia and Africa.

ENAC provides training for almost all the professions involved in aeronautics and air transport, including engineering, pilot and air traffic controller training. Students have the opportunity to join ENAC after high school or to pursue master's or doctoral degrees. The school offers training for a

“

The DGAC is working with the French National School of Civil Aviation (ENAC) to encourage young people from all backgrounds to pursue aviation careers.”



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multitude of professions within the sector and instills a passion for aviation amongst its students.

Even though entrance exams are anonymous, there is still a lack of diversity in these courses. Consequently, year after year the school has made a commitment to promote the democratisation and feminisation of the sector, encouraging students from all backgrounds to join its courses.

Through active involvement in *Cordée de la réussite* (“success climbing”) programmes such as *Donnez des ailes à votre avenir* (“give wings to your future”) and *OSE InGÉ*, by encouraging mentoring, and by welcoming around 50 secondary school students on work placements each year, ENAC demonstrates its commitment to fostering inclusivity and diversity. For example, the *OSE InGÉ* programme provides tailored support to girls and scholarship holders throughout their preparatory school* science courses. This support aims to help them

build their plans for the future and nurture their ambitions. ENAC reaches far and wide.

By 2022, 28% of ENAC engineering students and 38% of airline pilot students received grants based on social criteria. ENAC has similar results to the French global average** for pilots, and slightly lower results for other courses, but is actively working on this issue through these democratisation programmes.

The proportion of female students is also gradually increasing, reaching 28% in engineering at the start of the 2023 academic year. This is a long-term effort that is bearing fruit.

The sector needs the new generation to take up the challenges it faces, to find technological solutions and to go further in research. There is a place for everyone. ●

Damien Cazé is a graduate of the Paris Institute of Political Studies and the ESSEC business school, a civil engineer from the École Ponts ParisTech, and a former student of the French National School of Administration (ENA). After holding various positions in the French administration and in ministers’ offices, he was appointed chief operating officer of Universcience in 2010. In May 2017, he was appointed as head of department in charge of ecology, transport, energy, housing and agriculture issues at the French prime minister’s office. Damien Cazé was appointed as the director general of civil aviation in September 2020.

The sector needs the new generation to take up the challenges it faces, to find technological solutions and to go further in research. There is a place for everyone.

* Preparatory school (*classes préparatoires aux Grandes Écoles*): training classes to enter a French engineering school.

** During the 2022-2023 academic year, 665 000 students in France were granted scholarships based on social criteria. This figure represents a proportion of scholarship holders within courses eligible to scholarships at 36.3%, according to the French Ministry of Higher Education and Research.



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Beyond numbers: measuring success in diversity and inclusion initiatives in civil aviation

In this article, we present some experiences gained from an internship programme in the Swedish Transport Agency for newly arrived immigrants. The article demonstrates the importance of having a broad perspective on measures covering different types of results. The field of diversity and inclusion is in itself not a question of numbers but rather a question of a sustainable culture. The approach and core values that served as a foundation for the internship programme at the Swedish Transport Agency paved the way for measures beyond quantitative issues.

Background, and the structure of the internship programme

The Swedish Transport Agency has developed and implemented an internship programme for newly arrived immigrants. The initiative was part of a government assignment issued to all Swedish governmental authorities from 2016 to 2023 requiring their contribution to the Swedish Employment Service by hosting and offering internships to newly arrived immigrants. How to implement the assignment was left to the discretion of each authority. From the government's perspective, the objective was to increase immigrants' prospects of securing employment in Sweden by developing Swedish language skills, establishing a working life network, and imparting knowledge about working within a Swedish authority. The goal was for all the Swedish governmental authorities together to host 1000 newly arrived immigrants annually.

The internship programme in the Swedish Transport Agency was formulated upon an existing strategy for diversity and inclusion and was part of our long-term competence supply management. The internal objective of the internship programme was to:

- strengthen our employer brand,
- increase our possibility of finding the right competences,
- benefit from, and develop, relevant skills.

The goal was to host a total of 100 participants. The programme was structured into two parts: an initial central and common two-week induction programme, which could potentially lead to the second part – a work experience period lasting up to a maximum of six months. We designated two target groups:

- immigrants possessing the relevant competencies/skills required by the Swedish Transport Agency,
- immigrants lacking the relevant competencies/skills but in need of basic knowledge about working within a Swedish governmental authority.



LOUISE MOQVIST

Senior HR Specialist,
Swedish Transport Agency

Integrating newly arrived immigrants in Sweden's workforce adds value, develops our organisations and our society, and enhances individuals' life situations.

The former target group had the opportunity to participate in both parts, while the latter group was only eligible for the two-week induction programme. Participants staying longer than the two-week induction were assigned a mentor from the operational unit where they underwent their work experience.

The internship programme was structured to align with the aim of the governmental assignment, specifically: to develop Swedish language proficiency, establish a working life network and acquire insights into working within a Swedish authority. The programme was conducted in Swedish and included numerous formal and informal meetings with staff. The training focused specifically on imparting knowledge about the Swedish Transport Agency and a broader understanding of governmental authorities in general.

Approach, core values and definition

The Swedish Transport Agency approached this assignment with the belief that integrating newly arrived immigrants in Sweden's workforce adds value, develops our organisations and our society, and at the same time enhances individuals' life situations. This approach is an extension of our authority's core values and of the existing strategy for diversity and inclusion. Our definition of inclusion was also a starting point for implementation of the assignment; inclusion is about changing structures and systems so that they – without obstacles along the way – support the possibility of utilising the relevant competencies people have. An inclusive approach means creating a climate in which everyone can showcase their knowledge and talents so that these can be used in the most efficient way and to the greatest benefit for operations.

Measuring success

An external evaluation was made by the Swedish Agency for Public Management and measured, according to the defined goal of the assignment, how many newly arrived immigrants the Swedish authorities had received. The conclusion from the evaluation covering the period from 2016 to 2020 was that the number of new immigrants who had completed an internship was less than the goal. It was also stated that 43% of the participants in an internship programme were employed 90 days after finishing the internship.

The Swedish Transport Agency also used these quantitative measures in accordance with the goal of the internship programme – we had 126 participants, which was more than the goal of 100. We have also been able to employ (after an officially announced recruitment process) about ten participants from the internship group. We are aware that several of the participants – although we don't know how many – found another internship or a job in other Swedish authorities or organisations soon after finishing the internship with us. Another kind of quantitative measure we used was how many of the participants were willing to recommend the internship to others. We earned top marks on this question answered by the participants.

Beyond numbers

We also found some qualitative results linked to the approach and core values that served as a starting point for implementation of the assignment. The experiences of the participants, the managers and the employees involved, collected through surveys, group interviews and individual interviews, particularly focused on outcomes concerning competency, working environment and working culture.

• TAKE ADVANTAGE OF THE RELEVANT COMPETENCY

One way of measuring the success of the programme is to look at how we managed to take advantage of the relevant competency/skills of the participants. It is partly about matching skills with existing work tasks, but also about being able to use skills in a new way to do things differently or to do new things. For example, the participants had language skills that very few or none of the staff had, and engaged in reviewing and developing organisational information in different languages. Another example is the engagement of former participants in the recruitment process of the internship programme and in the implementation of the programme. Some of them undertook the role of ambassadors for

“An inclusive approach means creating a climate in which everyone can showcase their knowledge and talents.”

The most tangible effect was the increased understanding among staff about people with different backgrounds and experiences.

Louise Moqvist is currently a senior HR specialist at the Swedish Transport Agency working mainly in the area of competence and diversity and inclusion. She is also a member of the ECAC Network on Diversity and Inclusion in civil aviation. She has an educational background with a PhD in pedagogy with a focus on working life.

the programme and with the help of their language skills and experiences from the internship were able to establish a more personal relation with the applicants and thereby create an interest for the internship. Not only did the Swedish Transport Agency gain from this, but also the individuals, who developed professionally in different work tasks.

• DEVELOPING THE WORKING ENVIRONMENT

Another significant finding emerged when examining the impact on staff in the work groups that hosted programme participants in their operational units. The most tangible effect was the increased understanding among staff about people with different backgrounds and experiences. It facilitated the development of intercultural skills among the staff, which is a very important skill to be able to contribute to a good working environment. Another result associated with the development of the working environment was the sense of purpose experienced by the staff in supporting the participants on their way to employment and settling into life in Sweden.

• DEVELOPING THE WORKING CULTURE

The outcomes we mentioned above also represent aspects of developing our working culture, leadership and employee engagement through the concrete application of our approach and values towards diversity and inclusion in real working situations. Nevertheless, not all our ambitions or activities undertaken in the internship programme worked out as expected or ran smoothly. We faced some challenges, of course, some of them due to differences in background, skills and experiences. The challenges encountered, and how we managed to overcome and take advantage of them, is also an interesting gauge for fostering a learning culture and developing intercultural skills.

Some conclusions

Our initial approach and core values provided for a broader perspective on the measures taken, offering an opportunity to discover different types of outcomes. While the results may not have been extensive concerning the programme's participant numbers or the number of participants in employment soon after the internship, we have witnessed significant outcomes related to the quality and the enduring nature of the development achieved. Moreover, we have highlighted effects that extend beyond the individuals in the internship programme, encompassing impacts on staff and on an organisational level as well. ●



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From cockpit to cabin: promoting diversity and inclusion in civil aviation

How to make air travel accessible for passengers with disabilities

The surge in air traffic shows that people are once again willing to travel by air, whether for business, leisure or health-related reasons. Remarkable improvements have been achieved and are ongoing in enhancing inclusion and accessibility within air transportation.



ALESSIO QUARANTA

Director General of Civil Aviation,
Italian Civil Aviation Authority
(ENAC)

Today, individuals with disabilities constitute a substantial and growing percentage of the global population and are the world's largest minority. According to the World Health Organization (WHO), an estimated 1.3 billion people – roughly 16% of the global population – currently experience significant disability, and this figure continues to rise.

Guaranteeing unhindered mobility for all passengers and citizens – without discrimination – is an objective the entire civil aviation sector and all stakeholders must strive to achieve.

The profound impact of the pandemic was a stark lesson, highlighting the need for our sector to be prepared and able to deal with future emergencies and, above all, meet the needs of passengers with disabilities in a more efficient, integrated and inclusive manner.

Air transport has undergone a notable transformation, becoming more sensitive to accessibility concerns. With a forecast surge in demand in the coming years, airports must be ready by investing in expansion, renovation and modernisation of infrastructure, and by enhancing passenger services, particularly focusing on technological development, accessibility and energy efficiency.

Planning and development of infrastructure investments will play a crucial role in ensuring the competitiveness of airports and driving economic growth within the sector.

The Civil Aviation Authority is responsible for monitoring the implementation of current legislation – not only at national level – as well as airports' investment plans, to ensure enhanced infrastructure accessibility. This can be achieved through audit activities aimed at verifying the real accessibility of infrastructure.

These audits involve on-site oversight activities designed to monitor the accessibility of the airports. This encompasses oversight of infrastructure, parking spots, dedicated equipment, toilets, wheelchairs, PRM (persons with reduced mobility) lounges and waiting rooms, pathways, procedures as well as the training delivered to staff offering direct assistance to disabled persons and persons with reduced mobility.

Investment – the key word for a truly accessible aviation sector, but this is not enough

Technological developments, made possible through continuous investments, improve and simplify our daily life – yet we can do more to ensure that people with disabilities feel safe when they travel.

Safety is also communicated through adequate and effective information. Providing information on available services, tailored to diverse needs, ensures a sense of comfort and safety for travellers with disabilities.

“Guaranteeing unhindered mobility for all passengers and citizens – without discrimination – is an objective the entire civil aviation sector and all stakeholders must strive to achieve.”



The level of accessibility of airline and airport websites significantly influences citizens' choices and impacts their quality of life. Non-compliance with accessibility requirements not only violates the rights of persons with disabilities but is also a missed business opportunity for airlines.

Trust comes through information

In this regard, the Italian Civil Aviation Authority and the Association of Italian Airports have developed standards to create a more consistent and clear section on airport websites dedicated to providing information for passengers with reduced mobility.

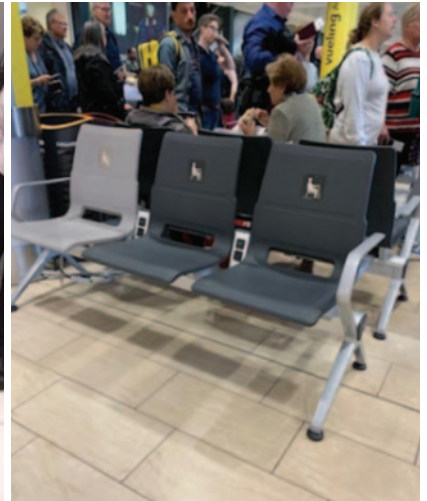
In July 2022, ENAC established the so-called "Italian Disability Advisory Board", a technical committee for safeguarding the rights of persons with reduced mobility. The objective of the Italian Disability Advisory Board is to establish an ongoing dialogue with the relevant stakeholders dealing with PRMs in the aviation sector. The commitment of all the participants aims to analyse criticalities and issues related to the PRM system and find effective solutions to enhance the quality of the assistance provided.

One of the main topics addressed by the Board was "pre-notification" and a significant milestone was accomplished through the launch of the "One click away" project on 3 December 2022.

The three Italian licensed airlines – ITA Airways, NEOS and Air Dolomiti – collaborated with the Italian associations dealing with disabilities under the supervision, support and coordination provided by IATA. They worked collectively to ensure that the dedicated PRM sections of their websites were simple, accessible and standardised in terms of layout, content, language and information provided.

Furthermore, all Italian airport managing bodies and air carriers are required to publish a service charter, wherein they provide relevant and useful information to PRMs. ENAC monitors specific key performance indicators related to the PRM assistance service annually.

The air carriers' service charter serves as an informative tool for air carriers, outlining commitments to the customers about the service standards and their execution. By publishing quality indicators, passengers remain well informed, enabling them to make informed choices among vari-



ous air carriers' offers, finding the most suitable option to meet their needs. In this respect, the civil aviation authorities are responsible for supervising the air carrier service charters.

In 2015, ENAC initiated and implemented a dedicated project for autistic people travelling by air, today available at all Italian airports. Passengers have the opportunity to visit the airport once or more before the day of departure in order to familiarise themselves with the environment, ensuring they are more confident and relaxed on the day of travel.

In March 2022, ITA Airways joined the ENAC initiative for autistic passengers, offering individuals with autism and their families the chance to experience a flight simulation at the training centre of Rome Fiumicino Airport. Since the launch of the initiative, over 500 autistic passengers have participated in a pre-flight simulation at Rome Fiumicino Airport.

In June 2023, ENAC was invited by the Italian Ministry for Disability to join the 16th session of the United Nations Conference of State Parties to the Convention on the Rights of Persons with Disabilities (COSP16). At the UN headquarters in New York, I had the privilege of presenting the Italian initiative on autism. ●

Alessio Quaranta was elected as president of ECAC in July 2021. A law graduate, he also holds a postgraduate degree in public administration.

Since June 2019, Alessio has served as the director general of the Italian Civil Aviation Authority (ENAC). He has held several positions in the international civil aviation field, notably as vice-president of ECAC, and as ECAC focal point for facilitation and security and before that for economic matters in the ECAC Coordinating Committee.

Presently, Alessio holds multiple roles in international civil aviation organisations. These include as a member of the EUROCONTROL Provisional Council and of EASA's Management Board, and as president of the European Association of Aviation Training and Education Organisations.

All Italian airport managing bodies and air carriers are required to publish a service charter, wherein they provide relevant and useful information to PRMs.



The importance of diversity and equality in civil aviation

We live in a noisy world with an abundance of content, where things are constantly changing. But do we truly understand the meaning of diversity, equity and inclusion (DEI)? This question resembles a giant iceberg, and presents a major challenge for businesses today. Many of the leading companies in the world struggle with issues of diversity and inclusion.



NESLIHAN BASTUG

Branch Manager, International Relations Department, Directorate General of Civil Aviation, Türkiye

Visible aspects of diversity are things like race, gender, age and language. However, about 80% of diversity is unseen or below the surface, encompassing elements like physical ability, religion, education, social class, sexual orientation, and more.

When facing this iceberg, it is important to understand that all these aspects shape who we are as individuals. Each facet presents an opportunity for us to feel excluded or biased against in the workplace, creating a need to hide or cover parts of our identity.

Humans just want to belong. We are compelled to come together. We come together in a very authentic way when we seek each other's differences, finding joy in learning these differences. When considering diversity and inclusion, we focus on goals, numbers, processes, compliance, and audits, often overlooking the human aspect.

Diversity is about getting the right people through the door; inclusion is about welcoming them, allowing them to be themselves and, as a result, retaining them. Being inclusive means taking active steps every day to create an environment where every employee can thrive at work and contribute to their fullest potential. Creating an inclusive workplace, where each employee feels welcomed, seen, heard, valued and respected requires both structural change in company processes and active allyship in day-to-day interactions.

“Being inclusive means taking active steps every day to create an environment where every employee can thrive at work and contribute to their fullest potential.”

Moreover, inclusive workplaces start with language. The language we use is immensely powerful. Words have the ability to foster a sense of belonging for everyone, lifting barriers and unconscious bias. We should use our words thoughtfully, ensuring we include everyone and cultivate a new mindset.

Diversity and inclusion are crucial aspects of any industry, and civil aviation is no exception. As our world becomes more interconnected, it is essential for the aviation sector to embrace diversity and foster an inclusive environment for all individuals. This article aims to explore the importance of diversity and inclusion in civil aviation and the benefits they bring to the industry.



HALIL İBRAHİM KANSIZ

International Relations Expert, International Relations Department, Directorate General of Civil Aviation, Türkiye

When individuals from different backgrounds collaborate, they bring unique experiences and knowledge that can lead to innovative solutions and approaches.

In this context, diversity in civil aviation promotes a broader range of perspectives and ideas. When individuals from different backgrounds collaborate, they bring unique experiences and knowledge that can lead to innovative solutions and approaches. In a complex industry like civil aviation, diverse perspectives can help in identifying and effectively addressing challenges. For instance, a diverse team of aviation professionals may be better equipped to understand and cater to the needs of passengers from various cultural backgrounds.

Additionally, inclusion in civil aviation ensures that everyone has equal opportunities to thrive and contribute. By fostering an inclusive environment, the industry can attract and retain a diverse workforce. This not only promotes fairness and equality but also enhances the industry's overall performance. When individuals feel valued and included, they are more likely to be motivated, productive, and committed to their work. Inclusion also nurtures a sense of belonging, potentially leading to higher job satisfaction and increased employee retention rates.

Furthermore, diversity and inclusion in civil aviation contribute to improved customer service. As the industry serves a diverse range of passengers, having a workforce that reflects this diversity can enhance the overall customer experience. When passengers see themselves represented in the aviation workforce, they are more likely to feel comfortable and understood. Consequently, this can lead to increased customer loyalty and positive word-of-mouth recommendations.

We believe in the necessity of actively shaping our workplaces so they develop into places where diverse perspectives are welcomed rather than shunned.

The General Directorate of Civil Aviation (DGCA) issued the Instruction for Gender Balance Development in Civil Aviation in 2018 to ensure gender balance among employees in the civil aviation sector and equal opportunities for genders in the selection of aviation professions. It aimed to en-

courage women to receive education and training in aviation-related fields. Subsequently, the Gender Balance Development Commission (TCDGK) was established within the Turkish DGCA. This commission monitors gender balance in the Turkish civil aviation sector and develops suggestions to ensure its development. Its objective is to facilitate equal opportunities for genders in the selection of aviation professions, and in particular to encourage women to engage in education and training within aviation-related fields.

Also, in Türkiye a law requires private sector workplaces to employ 3% disabled workers, and public workplaces to employ 4% disabled workers in roles suitable for their professional, physical, and spiritual conditions.

In conclusion, diversity and inclusion are essential for the success and growth of civil aviation. Embracing diversity brings a wealth of perspectives and ideas, fostering innovation and problem-solving. Inclusion ensures that everyone has an equal opportunity to contribute and thrive, resulting in a motivated and committed workforce. Furthermore, diversity and inclusion enhance customer service creating a more inclusive and welcoming environment for passengers. By prioritising diversity and inclusion, the civil aviation industry can forge a more vibrant, resilient and successful future. ●

Neslihan Bastug is a branch manager in the Turkish Directorate General of Civil Aviation (DGCA). She is a member of the ECAC Medium-Term Objectives Task Force and Economic Working Group. Between 2017 and 2020, she served at ICAO as an air transport officer. With 25 years of experience and expertise in negotiations, government and international relations, she possesses a comprehensive understanding of mechanisms for promoting air connectivity through bilateral and multilateral agreements. Her expertise includes strong knowledge on protecting and enhancing traffic rights, analysing the economic impacts of international regulations, and geopolitical issues.

Halil Ibrahim Kansiz has served as an international relations expert to the director general at the Turkish DGCA for the past two years. He is a member of the ECAC Network of Communication Specialists, Network on Diversity and Inclusion, and the ad hoc group on the legal status of ECAC. He coordinates ICAO, ECAC and EUROCONTROL affairs on behalf of the director general of the DGCA.

“

When individuals feel valued and included, they are more likely to be motivated, productive, and committed to their work.”



News from ECAC and JAA TO:

- ECAC Spotlight
- ECAC in brief
- JAA TO

European Coordination Group on Economic matters

WHAT IS THE EUROPEAN COORDINATION GROUP ON ECONOMIC MATTERS? WHAT ARE ITS OBJECTIVES?

The objective of the European Coordination Group on Economic matters (ECG-ECO) is to harmonise positions amongst ECAC experts and find common ground on aviation economic issues to present a unified, strong position within ICAO. It functions as a think tank, facilitating the exchange of expertise and information. I firmly believe that engaging in discussions with experts from all ECAC Member States, each with its distinct policies, approaches and systems, is the optimal preparation for ICAO meetings. Based on my experience, the discussions encompassing diverse viewpoints within Europe also take place in a similar manner at ICAO level.

WHAT TOPICS IS THE GROUP CURRENTLY FOCUSING ON?

We are currently in the preparation phase for the upcoming ICAO Air Transport Regulation Panel (ATRP), scheduled for April 2024 in Montreal. The ATRP agenda will include discussions on liberalisation in terms of ownership and control and full-cargo operations. During the previous ATRP meeting, four ICAO working groups were established to assist in fulfilling the tasks outlined by the ICAO Assembly in 2022. These groups will conduct thorough examinations on various topics, including an investment agreement, potential cargo liberalisation, and guidelines for unmanned aircraft operations, and will develop guidelines to temporarily respond to international crises whilst safeguarding the integrity of air services agreements. This latter topic was discussed during the Working Group 4 meeting held in Dakar at the beginning of November.

The work accomplished in these smaller groups is very productive. Experts can freely speak and exchange positions, define problems more accurately, and endeavour to find constructive solutions. These groups therefore provide a useful mechanism to explore in a timely manner how new areas, such as health issues impacting aviation, could be handled within air services agreements.

WHAT CHALLENGES DO YOU SEE ARISING IN THE FUTURE? WHAT MAIN CHALLENGES FOR ECAC MEMBER STATES DO YOU SEE EMERGING/BEING DISCUSSED BY THE GROUP AT FUTURE MEETINGS?

At present, the elephant in the room is the climate crisis. Questions around the rollout of sustainable aviation fuels are keeping governments and industry busy. On the other hand, liberalisation has been under discussion for decades and we have already reached a satisfactory level of liberalisation in most regions. From my perspective, therefore, the emphasis is not as strong on liberalisation compared to climate-related matters. I think we should be focusing more on key climate change issues in the aviation sector. These could, for instance, include issues arising from the rollout of the decarbonisation of the aviation sector that have an economic impact on airlines and airports.

Furthermore, challenges emerge from an already liberalised environment, such as social questions stemming from new business models. At the same time, the aviation sector is still struggling with the lingering effects of the pandemic, like staff shortages. Not to forget the challenges facing airlines and airports in integrating new technical developments related to digitalisation and artificial intelligence. New measures in facilitation or in the context of decarbonisation can have a significant economic impact on airlines. Therefore, as regulators, it is important to look at all these areas from a broader perspective.

Within the European coordination group and the Air Transport Regulation Panel, we need to foster collaboration with colleagues from various panels and working groups, for example in the facilitation or environment areas. This approach can encourage us to think out of the box, paving the way for creative solutions.

FINAL REMARKS

Aviation has always been a very dynamic sector, even compared to other modes of transport. When crises occur, aviation often faces more profound impacts than other modes of transport due to the global scope of its operations. As European experts, we already have substantial experience in swiftly coping with unforeseen events. This experience will contribute to addressing current challenges at national, European and international level. I am confident that we will find appropriate solutions at the opportune time. ●

interview with



CHRISTINE MUCINA-BAUER

Co-chair of the European Coordination Group on Economic matters, Chief Negotiator Air Services Agreements, Federal Ministry for Climate Action, Environment, Energy, Mobility, Innovation and Technology, Austria

Christine Mucina-Bauer has served as Austria's chief negotiator for air services agreements since 2013. She was aviation attachée at the Permanent Representation of Austria to the EU in Brussels from September 2022 to March 2023. In 2005, she joined the Ministry for Transport to work on the Austrian Presidency of the European Union, which it held in the first half of 2006. Since then, Christine has been working in the Strategy and International department. Prior to joining the ministry, she worked in the Austrian Representation of the European Parliament in Vienna during the accession of ten new Member States to the EU in 2004. Christine studied law in Germany and Switzerland and holds a university and State degree in law and a postgraduate diploma in European and international law.



Directors General convene to review 2023 activities and look ahead to the challenges of the coming year

PARIS, 7 DECEMBER 2023

The 161st meeting of ECAC Directors General of Civil Aviation (DGCA/161) was focused on taking stock of the year's work and preparing for the challenges of the coming year. An expanded set of annual reports was presented to Directors General, including for the first time information papers on work in the cross-cutting domains of unmanned aircraft systems, diversity and inclusion, and communications, setting out the work done and to come.

The morning session included an open discussion on the subject of climate change adaptation. This discussion, noting the wide-ranging scope of the topic, took in the assessment of risks and the miti-

gation efforts already being carried out by ECAC Member States in relation to the possible economic, safety and other impacts of climate change, as well as the activities already begun by EUROCONTROL and EASA. Directors General agreed to gather more information to decide on next steps on this developing topic.

As well as the usual updates on EU, ICAO and other matters, Directors General considered the outcomes of the Third ICAO Conference on Aviation Alternative Fuels (CAAF/3, Dubai, 20-24 November 2023). They noted that the headline outcome of a quantified reduction of 5% of CO₂ emissions by 2030 could be regarded as a success, even though

(from left to right):
Patricia Reverdy,
Executive Secretary of
ECAC, Alessio Quaranta,
President of ECAC,
Mark Rodmell, Deputy
Executive Secretary
of ECAC



Europe's ambitions had been higher, and that the focus was now on delivery and implementation to make the target realisable.

Also on ICAO high-level events, planning began for the pursuit of European priorities at the 14th ICAO Air Navigation Conference (AN-Conf/14, 26 August – 6 September 2024); and in preparation for the ICAO Council elections at the 42nd ICAO Assembly in 2025. Directors General agreed to renew their efforts towards ratification of the Protocols to expand the ICAO Council and Air Navigation Commission.

Directors General heard and gave guidance on progress of work on matters including development of the Convention on the Secretariat of ECAC and the Diplomatic Conference needed to create this

legal instrument, on the evolution of ECAC's work on aviation security technology and equipment, and on various other organisational issues.

Colleagues from Ukraine also presented an update on the civil aviation situation following the invasion by the Russian Federation, and Directors General decided to renew the financial and practical assistance offered to Ukraine by ECAC in 2024.

Finally, draft proposals for the 2025-2027 ECAC work programme and budget were presented, with a view to their being finalised in time for agreement in April (DGCA/162, 25 April 2024) before formal adoption at the next Triennial Session (ECAC/42, Strasbourg, 9-10 July 2024). ●

ECAC Focal Point appointments

The Coordinating Committee appointed three new Focal Points during its 198th meeting in Valletta on 7 September 2023: (from left to right) **David Benito Astudillo** (Spain) as Focal Point for Facilitation, **Elisabeth Landrichter** (Austria) as Focal Point for Diversity and Inclusion, and **Mirjana Čismarov** (Serbia) as Focal Point for Unmanned Aircraft Systems. ●



Amendment to the ECAC Constitution and resolution adopted at Special Plenary Session

VALLETTA, 8 SEPTEMBER 2023

An amendment to the ECAC Constitution (Doc 20, 10th edition dated December 2021) incorporating the new role of Focal Point for Diversity and Inclusion and the related terms of reference was adopted by Directors General at their 41st Special Plenary Session (ECAC/41).

Directors also adopted a resolution on convening a diplomatic conference to establish a legal framework for the ECAC Secretariat. At their recent meeting in Paris (DGCA/161, 7 December 2023), they agreed that the conference will take place in the first quarter 2025. ●

ECAC Member State appointments

- **Malgorzata Alberti** (Poland) as chair of the ECAC Certified Aviation Security Auditors Group (AUD).
- **Anna Jankowska** (Poland) as deputy chair of the ECAC Certified Aviation Security Auditors Group (AUD).
- **Karin Puleo-Leodolter** (Austria) as chair of the ECAC Medium-Term Objectives (EMTO) Task Force.



Assessing how far the sector has come in turning sustainable aviation from a buzz word into reality

VALENCIA, 24-25 OCTOBER 2023

Investments in people, technologies and financial initiatives are crucial to achieving the ambitious sustainability targets.

The 12th ECAC/EU Dialogue with the air transport industry was hosted in Valencia by the Ministry of Transport, Mobility and Urban Agenda of Spain in the framework of the Spanish Presidency of the Council of the European Union. The event saw engagement between the 140 participants representing regulators and policymakers from ECAC Member States and the industry and broader stakeholders from outside the aviation sector, under the theme, *Flying sustainably – from buzz to reality*.

Through panel discussions, presentations and dynamic question and answer conversations with the audience and moderators, representatives discussed the main areas where progress in implementing sustainable initiatives has been made and the areas where more concerted efforts are needed.

The event opened with keynote speeches from David Benito (DGCA Spain), Alessio Quaranta (President of ECAC) and Filip Cornelis (Director Aviation, European Commission). All three speakers acknowledged the great challenges facing the aviation sector on its road to sustainability, but also spoke of the many opportunities there would be to build a resilient and innovative future for the sector.

Attendees at the Dialogue welcomed the choice of social sustainability for the first session of the event. Panellists supported this stating that whilst environmental and business needs were already

well recognised, the social needs of all individuals working within the sector were sometimes slow to be acted upon. Positive examples were given on European frameworks for workers' rights and to promote diversity and inclusion in aviation, but more was felt to be needed when it came to addressing skills shortages and ensuring the aviation sector was seen as an attractive workplace. Panelists acknowledged that significant "investment is needed" to achieve social sustainability as a whole but that some things can be improved by effective engagement.

The second session introduced a focus on environmental sustainability with an agreement from participants that progress had been made at optimising air traffic operations to reduce emissions and increase efficiency, in developing new, cleaner and greener technologies and fuels, including increasing the production and supply of SAF. The conversation discussed carbon capture as part of the "toolbox" of technologies for reducing the sector's overall emissions. Again, it was felt that financial investment, notably in new technologies, capacity building and private-public partnership, would be needed to ensure the sector's ambitious environmental sustainability goals can be met.

Representatives from the financial and investment sector and industry in the third and final session of the Dialogue shared their experiences in investing in sustainable aviation through infrastructure pro-

jects, the evolving wet leasing market for newer aircraft, and investment in production capacity for sustainable aviation fuels. It was highlighted that the correct strategies for investment were crucial for both short- and long-term growth. At present, there remain difficult questions in terms of how to reach the volumes of investment that will be needed in the aviation sector, making it of importance to all stakeholders to play their part in reducing regulatory and business uncertainty in the market.

In his summary remarks, Mr Quaranta concluded that the discussions of the past two days had emphasised the multifaceted investment needed by the aviation sector over the coming years – and possibly decades – to achieve its ambitious sustainability targets and maintain a high degree of excellence for the air transport sector. He described “investments in people, technologies and financial initiatives” as crucial to achieving these end goals.

Mr Cornelis underlined the dependency of the aviation sector’s future success and sustainability



Elisabeth Landrichter
(Austria).
Moderator of Session 2
“Creating the conditions
for environmental
sustainability”

on external factors: for example, the need for the transformation of the energy sector and its ability to meet cross-sector demand for renewables. He also recognised that the outcome of the debates held during the Dialogue showed that when it came to sustainability “there could not be a trade-off on the three dimensions” that had been drawn out across its different sessions: balanced progress was needed in terms of social, environmental and economic sustainability. ●

Meeting of the ECAC Network on Diversity and Inclusion in civil aviation

PARIS, 28-29 SEPTEMBER 2023

The Network on Diversity and Inclusion in civil aviation (NETD&I) held its first in-person meeting in Paris in September. The objective of the meeting, chaired by Giovanna Laschena (Italy), was to finalise the final action points of the 2023 work programme and prepare a proposal for the 2024 work programme to be presented to Directors General in December.

The two-day meeting involved a constructive and goal-oriented dialogue, which enabled the group to complete its remaining tasks and gain a clearer focus of its mission for the next year. During the meeting, the participants refined the 2022 survey on diversity and inclusion with a view to its launch at the start of 2024. This now includes more targeted questions about Member States’ D&I policies and their specific D&I needs.

The group also developed comprehensive guidelines on the best practices for inclusivity and recruitment processes to be implemented within the civil aviation administrations of the Member States. Additionally, participants decided to schedule a new meeting specifically dedicated to analysing the results of the 2022 survey to identify existing gaps in the policies of the ECAC Member



States. They also decided to propose orienting the 2024 Directors General Forum around the theme of D&I. This will provide an opportunity to learn more about the challenges faced by the national administrations of the Network and the different solutions each of them is attempting to implement. Moving forward, the Network is committed to increased interaction with ECAC’s sister organisations and industry stakeholders, and to actively liaising with Member States who are not yet members of the Network. ●

News from the ECAC Secretariat



ELENA BRATIKOVA joined the ECAC Secretariat on 1 December 2023 as an administrative assistant. She has over 15 years of professional experience in Brussels including roles within the European space sector and international organisations, as well as working with the European Union institutions and several representations of the Member States before the EU.

Elena holds a master's degree in European Studies from KU Leuven with a focus on international relations. She is enthusiastic about applying her knowledge to support the ECAC Secretariat's daily activities, particularly in finance and administration.

Events to come



calendar

JANUARY

- 16 | 70th meeting of the ECAC Medium-Term Objectives Task Force (EMTO/70), videoconference
- 16 | 15th meeting of the European Coordination Group on Facilitation (ECG-FAL/15), videoconference
- 16-17 | 60th meeting of the Guidance Material Task Force (GMTF/60), Dublin
- 24 | 22nd monthly familiarisation webinar on basic knowledge on aviation and the environment (ENV-FAMWEB/22), videoconference
- 30 | 48th meeting of the Study Group on Cyber Security in Civil Aviation (CYBER/48), videoconference

FEBRUARY

- 6 | 16th meeting of the European Coordination Group on Facilitation (ECG-FAL/16), Paris
- 13-14 | 87th meeting of the Technical Task Force (TTF/87), videoconference
- 14 | 23rd monthly familiarisation webinar on basic knowledge on aviation and the environment (ENV-FAMWEB/23), videoconference
- 28-29 | 37th meeting of the Behaviour Detection Study Group (BDSG/37), Paris

MARCH

- 12 | ECAC-ICAO EUR/NAT Workshop on National Air Transportation Facilitation Committees, Athens
- 14-15 | 55th meeting of the Training Task Force (TrTF/55), videoconference
- 27 | 200th meeting of the Coordinating Committee (CC/200), Paris

Dear readers of ECAC News,

In an industry as dynamic and multifaceted as aviation, it is imperative that we embrace the principles of **diversity, equity and inclusion (DEI)** wholeheartedly. At the JAA Training Organisation (JAA TO), we firmly believe that the European aviation sector's continued success hinges on fostering a workplace that reflects the richness of our global community.

More recently, the aviation sector has taken actionable initiatives in this direction. Organisations, regionally and globally, have deployed activities to promote diversity and inclusion, starting with communicating non-discrimination and inclusion policies to gender-balanced hiring practices, and supporting underrepresented communities within our workforce (see *2023 ECAC/EU Dialogue Statement*, *EC Directives*, *UN Global Sustainable Development Goals (SDGs)*, *IATA 25by2025*, *ICAO Next Generation of Aviation Professionals (NGAP)*, *DG MOVE Platform for change*, *EU Ambassadors for Diversity in Transport* and more). These endeavours are not merely acts of goodwill; they are strategic investments in the future of aviation.

Promoting and supporting diversity in the workplace is more than a moral imperative; it is an essential aspect of good people management. Diverse teams bring together a spectrum of perspectives, experiences and talents that drive inno-

vation, creativity and resilience. In aviation, where safety and efficiency are paramount, this diversity becomes a critical asset.

At JAA TO, we support projects, ideas and attitudes for increasing DEI in aviation and making change visible. We recognise that the journey towards a more inclusive industry requires continuous effort. JAA TO's DEI vision and governance is anchored in the organisation's core values, which guide our approach to, amongst others, talent recruitment with unbiased hiring, promotions with equal pay, flexible working and inclusive benefits. Female leadership, inclusive behaviour and DEI-focused communication ultimately shape our JAA TO culture.

Reading more below, in its expanded role as global training facilitator, JAA TO is proud to have been re-elected to ICAO Training's advisory committee, whilst the CEO has been re-elected for a second three-year term as chair of the same prestigious Committee. For more than 12 years, JAA TO's proactive leadership in the ICAO TRAINAIR PLUS Programme (TPP) community – and as the only Platinum Training Centre of Excellence (TCE) in Europe – is seen as a reference point for sustainable and effective advocacy under the merits of the programme.

I hope you enjoy reading this issue of ECAC News. ●



PAULA V. DE ALMEIDA
JAA TO CEO

JAA TO re-elected to ICAO training advisory board – CEO retains chairmanship

Every three years, the International Civil Aviation Organization (ICAO) calls upon its TRAINAIR PLUS Programme (TPP) members to vote for the special training advisory committee to ICAO Training, the TRAINAIR PLUS Steering Committee (TPSC).

The September elections resulted in JAA TO's re-election to the TPSC among 17 other prestigious aviation organisations from the global TPP community. In the subsequent voting for the chairmanship of the TRAINAIR PLUS Steering Committee, JAA TO CEO, Paula V. de Almeida, was elected to chair the committee for a second consecutive term.

Under Ms Almeida's previous three-year chairmanship, the committee laid a strong foundation for progress, advising ICAO Training while representing all TPP members and achieving many milestones in the interest of the TPP, enhancing safety, efficiency and global training standards.

For the ECAC Member States, these achievements and developments are testament to the trustful preeminent resource they have at hand in the form of ECAC's associated training body. ●





JAA TO publishes new quality policy

JAA TO's Quality Policy provides a framework for quality objectives. It includes a commitment to meet applicable requirements and to continually improve through the articulation of vision and mission, including establishing a quality baseline for all employees to adhere to as a means of quality assurance.

The new JAA TO Quality Policy has been officially signed by CEO, Paula V. de Almeida, and quality and compliance manager, Jonathan Hoepel, ratifying the organisation's multiple quality standards and policies. The Quality Policy was developed with the input of all JAA TO employees following a quality training session led by the quality and compliance manager. This unique approach to developing such a quality statement, and the official signing, in the presence of all employees, highlights the collaborative genesis of this statement.

Ms Almeida states: "As CEO, I am fully committed to upholding all quality objectives that enable our organisation to prosper and progress while nurturing a healthy corporate culture. This new quality policy is the normative and strategic compass for excellent organisational performance. With input from all employees, this statement uniquely imparts our company's DNA." ●

JAA TO attends ECAC meetings to update on recent training activity



In September, JAA TO joined the 72nd Special meeting of ECAC directors general in Malta, where ECAC Member States discussed the latest activities and European aviation priorities towards a more sustainable aviation industry. As the associated body of ECAC, JAA TO was represented by CEO, Paula V. de Almeida, and business strategist and relationship manager, Eric Schoonderwoerd.

During the meeting, Ms Almeida updated ECAC on JAA TO's most recent activities and successful training facilitation, namely the hosted High-Level Training Workshop for ECAC directors general, and the ECAC Free Seats Programme. Following the session, side discussions were held between Ms Almeida and Luc Tytgat, EASA's Acting Executive Director.

In October, JAA TO attended the ECAC/EU Dialogue "Flying sustainably – from buzz to reality" where Murat Yalcin, head of operations, sales and marketing, engaged with EU aviation stakeholders on progress and trends in social sustainability and aviation training matters. Seeing the successful cooperation on international levels, JAA TO supports the official 2023 ECAC/EU Dialogue Statement, which embraces social sustainability and advocates for a prosperous aviation sector centred on people and the planet. ●



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