

Annual Report

2018



Things are moving

by Dirk Polloczek, ECA President

This past year was a busy one for pilots & pilot associations all over Europe and for us at the European Cockpit Association in Brussels. Many of the subjects that we have been working on have seen some significant changes in 2018. Pilots across Europe are teaming up to fight for better working conditions and against atypical employment. Governments have realised that the partially very negative developments in aviation need to be worked on. And the European Commission finally admitted that some of the new trends in the industry are concerning.

So, things are moving & when they move there is a chance for the better!

Two topics were dominating the media's attention throughout the year: first was Ryanair's quest for combining the impossible: keeping indecently low labour costs, based on atypical & supposed 'self-employment', while trying to end the social unrest with its employees. They haven't got far, but keep claiming that the company – of course – obeys national labour laws and all European regulations and now behaves in a socially responsible

manner. When looking at things more closely, however, it is obvious that there is still a lot of potential to change things to the better here!

The second dominating topic was the delay & cancelation crisis during the summer months. Many of our passengers were stranded or delayed for not only hours, but sometimes even days.

The airlines were fast to blame the airspace congestions on anyone but themselves, most important: the air traffic controllers were accused of going on strike and thus blocking



ECA Dirk Polloczek & Ryanair pilots

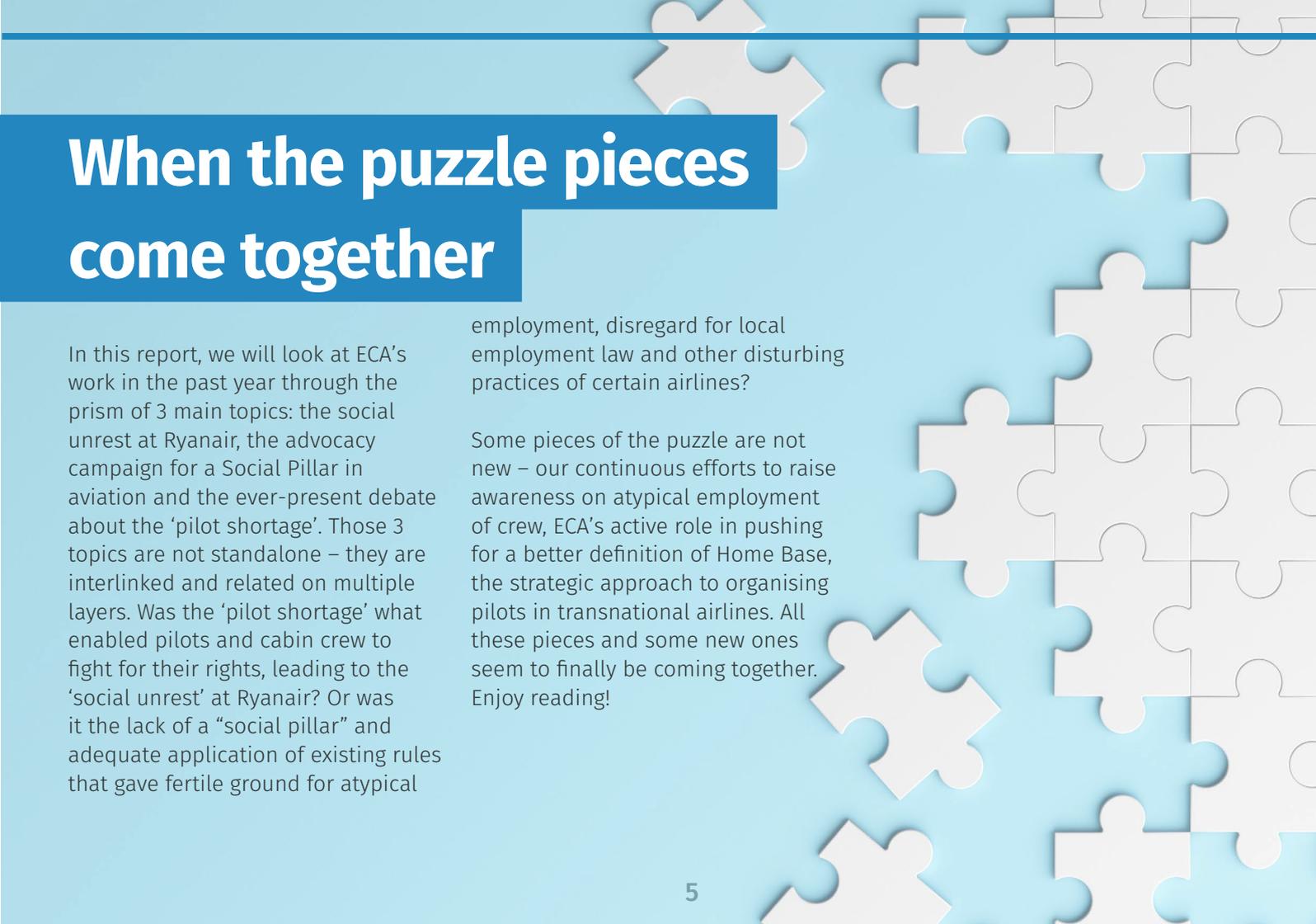
the airspace with their “unjustified demands”!

Well, it is interesting to see that the airlines themselves blame the delays & cancellations on everybody else, but not on their own failures. Missing personnel, lack of training capacity, not enough aircraft for operational reserve, just to name a few. Not only

from my personal experience this

summer, but just by listening to the many colleagues in maintenance, operations & control I know that airline management has some things to change until next summer – otherwise the same will happen again!

It is our task in Brussels to look behind the scenes of these public debates held in media & at shiny conferences and summits. And as usual, things are not that easy & obvious. While in the past years the large majority of our industry was focussed on producing profits for the shareholders by driving labour & production costs towards incredibly low levels, Europe now have to realise that homework on social issues are not done. The enormous growth in the past years has revealed the many weak spots in the system. Europe needs to find a way to achieve “quality growth”, based on customers’ demands, social & economic factors and with a clear perspective for the Single European Sky. That will keep us busy – both ECA and our national Member Associations – for the years to come!

The background of the slide is a light blue color with a pattern of interlocking puzzle pieces. Some pieces are solid light blue, while others are white with a blue outline. The puzzle pieces are arranged in a way that they seem to be coming together, with some missing pieces creating gaps. The overall effect is one of a puzzle being solved or pieces falling into place.

When the puzzle pieces come together

In this report, we will look at ECA's work in the past year through the prism of 3 main topics: the social unrest at Ryanair, the advocacy campaign for a Social Pillar in aviation and the ever-present debate about the 'pilot shortage'. Those 3 topics are not standalone – they are interlinked and related on multiple layers. Was the 'pilot shortage' what enabled pilots and cabin crew to fight for their rights, leading to the 'social unrest' at Ryanair? Or was it the lack of a “social pillar” and adequate application of existing rules that gave fertile ground for atypical

employment, disregard for local employment law and other disturbing practices of certain airlines?

Some pieces of the puzzle are not new – our continuous efforts to raise awareness on atypical employment of crew, ECA's active role in pushing for a better definition of Home Base, the strategic approach to organising pilots in transnational airlines. All these pieces and some new ones seem to finally be coming together. Enjoy reading!

All eyes on Ryanair

When it comes to Ryanair we have good news and bad news.

Let's start with the good news: the cancellation crisis in September 2017 shook up the status quo and enabled pilots to stand up for their rights at Ryanair. After decades, Ryanair's employment practices and labour relations were finally scrutinised and challenged publicly. The stakes are high: a success of Ryanair pilots may present opportunities to improve conditions in the entire industry, including in the low-cost segment. This means that in the past year, we've invested significant resources into coordination of this initiative and support to our Member Associations in their efforts to improve conditions for Ryanair pilots – namely with the setting up of the Ryanair Transnational Pilot Group (RTPG).

An overview:

After the company's cancellation crisis in Sept 2017, a grassroots initiative of self-organising Ryanair pilots spread across Europe and led pilots to join ECA-affiliated trade unions in large numbers. These motivated pilots established official Company Councils to represent Ryanair members during anticipated national negotiations, in line with national legal and social requirements, all while keeping their eyes on the transnational targets. For the first time, Ryanair pilots spoke up openly about their concerns and demands. Addressing their management as union members is a significant and drastic change to all, including the pilots.

One of the biggest challenges has been to actually spell out the rules of how this complex transnational set up of union representation and coordination would look like. A key date – to be written down in the history of unions is – 17 March 2018. At the ECA Regional Conference in Luxembourg, pilot associations signed the protocol establishing the Ryanair Transnational Pilot Group (RTPG).



What do RYANAIR pilots want?

Contractor pilots must be provided with an immediate opportunity to move onto a direct employee contract, which should become the standard.

DIRECT EMPLOYMENT CONTRACTS

NATIONAL LABOUR LAW & AGREEMENTS

Pilots to be provided with contracts that are governed by the laws of the country in which they are based.

- National Collective Labour Agreements (NCLAs)

MASTER SENIORITY AGREEMENT

... and a Master Seniority List with agreed details of how it will operate within & across national borders.

This is to be linked to:

- base transfers
- annual leave
- promotion/upgrade

PAY FRAMEWORK

A consistent & transparent pay structure for all pilots, with locally negotiated provisions & details to enable compliance with and optimisation of income tax & labour / social security legislation.

SOCIAL DIALOGUE

Solid framework for social dialogue & negotiations, including choosing who represents them at the negotiating table.

RTPG **ECA** Piloting Safety European Cockpit Association

The RTPG allows ECA Member Associations from across Europe and their Ryanair Company Councils to pool resources, legal, political and technical know-how, as well as decades of experience in constructive social dialogue and collective bargaining.

The protocol also establishes the RTPG as being the primary Ryanair pilot body for all transnational matters.

It was quickly clear that many concerns that pilots have are common across the whole network. For example, pilots wanted clear and transparent

rules on how base transfers are handled, who is up for Command upgrade, and demanded right from the beginning direct employment contracts governed by local law. With the RTPG protocol ECA, pilots and associations joined forces to achieve those aims.

Now is the time to also tell you the bad news: Despite the “union recognition”, Ryanair remained... Ryanair. Instead of embracing the benefits of constructive social dialogue with its pilots (and also cabin crew who stated on numerous occasions throughout Europe that “Ryanair must change”), the company remained stuck in its ways and habits of the past:

- > playing pilot groups against each other;
- > engaging in practices that are being widely perceived by Ryanair pilots as intimidation and/or sanctioning union leaders;
- > reacting to strikes by threatening with base closures and base transfers to Poland;
- > closing bases subsequent to strike actions;

- > dictating who sits on the unions’ negotiation teams;
- > transferring crew to mobile contracts and/or supposed ‘self-employment’.

In this environment, it is not surprising the pilots and cabin crew staged several walk outs in different countries. Seven strikes across the network were a clear expression of the crew’s frustrations.

Despite all these obstacles, pilots and their associations are making slow progress. Italian pilots had signed a partial CLA, Irish and Portuguese pilots negotiated a Seniority agreement. UK pilots are soon to vote on a similar deal. Spanish and Belgian pilots have an agreement focused on applicable law. Things are moving and we at ECA – although not being able to sit at the negotiations table – are moving ahead and adapting to the dynamic situation. We continue to support the RTPG – and the ECA Member Associations who ‘own’ this process – and provide practical assistance, as needed. ECA is also managing the #PilotUnity crowdfund, which was set up to support pilot leaders who lose their jobs as a result of their



The [Pilot Unity crowdfunding](#) raised over €150.000. It is initiated & administered by ECA on behalf of the entire pilot community, with the sole purpose of providing financial security to pilot leaders, who have distinguished themselves in the struggle for collective representation.

© Andreas Tittelbach / ECA PilotUnity Fund

union work – and which raised over €150.000. ECA has also been one of the main drivers re-enforcing the cross-border unity spirit in the pilot group and facilitating communication.

Last but not least, we are pushing ahead with concrete proposals for changes to European rules that would close the currently existing loopholes. In less than a year Ryanair changed its narrative from “Our crews are Irish” to Ryanair “offering to agree the implementation of local (Belgium, Spain, Italy) law, social benefits and court jurisdiction by agreement with the national unions” (Source: euractiv). This sweeping change would not have been possible without the high-level involvement of the European Commissioner for Employment Marianne Thyssen. And it is a direct evidence that ECA’s work is paying off. More about this in the chapter: Social Pillar (p.14).

TNA pilot groups on the right track

Organising pilots – like the Ryanair pilots – based and living in more than 80 different cities, spread across 10 or more European countries is one of the most complex equations that we are actively trying to solve. One of the main problems – as repeatedly pointed out – is the lack of legislation at EU level that would facilitate this. But the problem is bigger than that. Pilots may not always trust each other, because they don't know each other, because of different national realities, because they don't talk to each other. This lack of communication and coordination are amongst the most often cited obstacles to better transnational

cooperation. In addition, companies see a benefit in systematically talking to unions individually in an attempt to create divisions, carrots for some, sticks for others. But this reality is slowly changing as more and more companies see the benefits of engaging with transnational representative bodies of their pilots.

The ECA TNA 2020 plan has already been rolled out last year and is trying to address exactly this. Throughout 2018, and together with our Member Associations, we continued our efforts to implement the changes, to build and to strengthen the coordination and communication platforms for TNA (transnational airlines) Pilot Groups. The RTPG has been a perfect test case and – so far – evidence that we are on the right track.

Further evidence to our success is the increase of pilot groups under ECA's umbrella such as the addition of the City Jet Pilot Group and the Vueling Pilot Group. "We must be doing something right," says often ECA President Dirk Polloczek. And he must be right.

This year was also work intensive with our efforts to create a TNA toolkit. With over 100 pages of know-how, strategies, ready-made protocol template, legal guidance and ideas, the toolkit will be presented at a TNA Seminar in November 2018. The toolkit came to life after an intensive cooperation with the University of Ghent, various pilot groups and a 2-day seminar dedicated to TNAs (July, Madrid) – all supported financially by the EU Commission's Directorate General for Employment.

We have undertaken by far the boldest attempt to organise Ryanair pilots into a coherent and strong pilot group. In solidarity and unity, all TNA Pilot Groups are looking to the Ryanair pilots and hoping for success. We would – undoubtedly – continue to be confronted with many challenges in the months and years to come. But 2018 has certainly seen a major shift into organising TNA pilots, both at national Member Association level and at European/ECA. We are committed to keep the progress up!



Good to talk: easyJet management and pilots redefine transnational bargaining

easyJet and its pilots are currently writing a real success story of employee relations and transnational collective bargaining. With already a series of meetings taking place and clear commitments from both sides, chances are this would be the first ever pilot group in Europe to successfully negotiate company-wide transnational matters. The first talks between easyJet's employee relations team, management and pilots took place in October & November 2017. The discussions focused on establishing a transfer protocol for all easyJet pilots across the network, allowing them to move between the company's bases across the UK and Europe. We expect to see the final result next year. In addition, regular meetings between the ePG and company representatives from different departments (pilot recruitment, management, rostering & scheduling, etc.) continue to take place on a regular basis.



Success story of NPG

Having been inspired by the ePG's direct approach, the NPG also invited representatives from Norwegian to join them during one of their meetings in April. The result has been fruitful with a follow-up meeting which took place in October in Oslo. The NPG is currently focused on updating the Binding Declaration and the related Master Seniority List.

www.norwegianpilotgroup.org



The quest for a Social Pillar in aviation

It is in ECA's DNA to be the voice of pilots towards the European institutions. In the past year, we continued to play this role, trying to move thinking among EU officials and policy makers about the reality of crew employment today. We have persistently raised awareness that the current trend of atypical employment is harmful, not sustainable and needs to be urgently halted.

On top of that, the issues with 3rd country crews become ever more pressing and airlines continue to cherry-pick among EU countries on where to base their "Principal Place of Business" – alias Flag of Convenience.



All these malpractices and loopholes exist to a large extent because the Economic Pillar of the European Single Market was not followed up and complemented by a [Social Pillar](#) that would ensure there are equal opportunities, fair working conditions and social protection for all workers on the labour market.

While we are awaiting the results of a new study on atypical employment, commissioned by the EU Commission and supported by ECA and our Member Associations, we cannot just sit and wait.

2019

Expect the results of a new EU study on atypical employment in aviation

We continued our efforts by advocating for the creation of a “Social Pillar” for the European aviation industry. The fight against phenomena such as bogus self-employment, artificial temporary agency worker status or even pay-to-fly cannot be won without substantial changes on the ground.

Through a series of technical meetings with the European Commission (Transport and Employment services) and the ETF (European Transport Workers’ Federation), we provided evidence in the form of hundreds of pages of contracts, job advertisements, schemes, legal assessments and testimonies by pilots. Those packages with evidence and analysis were accompanied by concrete

The graphic is a white rectangular box with a yellow border. At the top, it lists the 'Airline Coordination Platform' with logos for AIRFRANCE, KLM, Austrian, Lufthansa, AirDolomiti, Lufthansa Cargo, brussels airlines, SAS, and PORTUGAL. To the right is the ECA (European Cockpit Association) logo. Below the logos is the title 'A Social Agenda for European Aviation'. The main text discusses the Single Market's role in creating new market opportunities and the challenges of uneven control and enforcement across EU Member States. It lists various forms of 'social engineering' such as 'abypical' and precarious employment, and mentions 'highly mobile workers' and 'operational bases across national borders'. The text concludes with a call to action: 'Such practices are gradually undermining social systems, social rights & protections and effective access to legal redress, especially where national and EU legislation has not been adapted to new industry developments and cross-border set-ups. Equally, such practices create an uneven playing field within Europe's aviation market, as they allow certain players to achieve an undue competitive advantage vis-à-vis their competitor airlines that do abide by the rules, respect social standards, and engage in genuine social dialogue with their staff.'

suggestions. Under the common term “Social Pillar” we proposed viable and efficient solutions. Other airlines and crew organisations have also expressed support for ECA’s call for a Social Pillar. In October, together with the ‘Airline Coordination Platform’ (ACP, which includes e.g.

Wind of change

At the same time, ECA has followed closely and contributed to a number of ongoing European legislative files.

**THE REVISION OF THE
POSTING OF WORKERS
DIRECTIVE**

**THE NEW EU DIRECTIVE
ON TRANSPARENT AND
PREDICTABLE WORKING
CONDITIONS**

**THE ESTABLISHMENT OF A
NEW EUROPEAN LABOUR
AUTHORITY**

Revision of Posted Workers' Directive

June 2018 – after 27 months of negotiations – Members of the European Parliament approved a revision of the posted workers directive. This new version improved significantly the old text clarifying concepts, extending rights and limiting the possibility of abuses. But the joy didn't last long. In October, Hungary and Poland announced they have gone to the European Court of Justice to challenge the tighter rules.

The piece of legislation has long divided East and West in the EU and is seen as the solution for social dumping practices.

The EU Directive on Transparent & Predictable Working Conditions

...clarifies essential elements of contracts and establishes baseline rights for employees, irrespective of whether they are atypically or directly employed. It aims to ensure uniform application of EU legislation and to reduce somewhat the possibilities of unfair labour competition and social dumping.

ECA proposed a number of suggestions to further strengthen workers' protection, specifically

on: how to define the 'employer', provide better information for highly mobile workers, achieving better work-life balance through improvements for variable shifts workers and protection against late changes to work assignments, employer's duty of training.

ECA stressed the need to spell out that working schedules must be defined and communicated a reasonable time in advance (as well as on-call deadlines) and that the worker can decline changes if they do not comply with the advance notice. Another critical point for ECA is the fact that training to the worker must be provided cost-free and not be deducted from remuneration, such as to tackle Pay-to-Fly schemes.

EU Labour Authority

The plan for a European Labour Authority that would ensure that EU rules on labour mobility are enforced in a fair, simple and effective way was announced in 2017. The European Labour Authority should be established and functional in 2019 and reach its full operational capacity by 2023. Its tasks would be to strengthen the administrative cooperation between national labour authorities and solve any disputes between them.

One of the most precious tasks of the authority would be to fight abuse of labour and social legislation and organise joint cross-border control activities. This is urgently needed in our industry with certain Transnational Airlines seeking to exploit all available legal loopholes.



Over 120K views on Social media for ECA's
informative video on atypical employment in
aviation

Is the world running out of pilots?

For a decade now Boeing, CAE and other training organisations and manufacturers are saying that the pilot shortage is just around the corner, with over 635,000 pilots needed in the next 20 years. The “looming pilot shortage” and promises for a well-paid career were systematically used to lure young people into training, many times irrespective of whether they have the necessary skills for becoming a pilot or not.

Attracting many pilots is a business case – and a very lucrative one, both for the Flight schools and for the wider economy. Every pilot trained generates between 100,000 and 120,000 euros gross for the country’s economy. And the “PILOT SHORTAGE” narrative fits very well into it.

Thanks to an attractive marketing pitch – selling the childhood dream of flying and ‘glamorous lifestyle’ once associated with

A 'Perfect Storm' Pilot Shortage Threatens Global Aviation



Marisa Garcia Contributor
Aerospace & Defense
I offer an insider's view of the business of flight

TWEET THIS

“It’s a perfect storm: demographic shift, economic factors,” Seidel adds.

This post was updated with latest pilot

BUSINESS INSIDER FRANCE

Airlines are... pilots, and t... contributing... routes that... smaller cities

OP-ED: PILOT SHORTAGE – WHERE ARE WE GOING WRONG?

Breaking News

Flight to New York (+Video...)

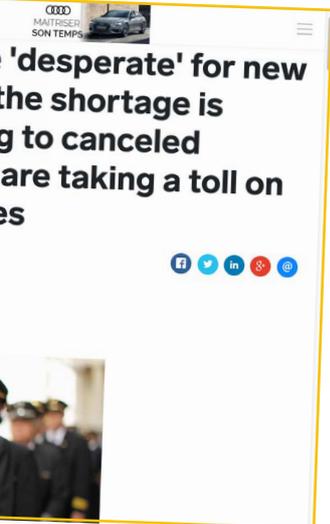
Norwegian Kicks Off With New Canadian Operat...

Op-Ed: Pilot Shortage – Where are we going wrong?



How the Pilot Shortage Could Change the Way We Fly





the pilot job – it is not surprising that training schools churned out pilots at an unprecedented rate. For the past decade, we have seen a surge of pilots unable to repay their huge debts because of the precarious, atypical employment contracts or no contracts, at all.

Eyes wide open

To help advancing the discussion on the subject and provide objective information to aspiring pilots, ECA launched a series of videos on the reality of [“Becoming a pilot”](http://www.becomingapilot.eu). 6 European pilots with 6 very different backgrounds and paths shared their experience, lessons learned and advice to the aspiring pilots. The videos have reached thousands of young people and have served as a real eye-opener. ECA will continue

to promote the stories, the objective information contained in those videos and reach out to the next generation of pilots in Europe.



www.becomingapilot.eu

See the “Becoming a pilot” ambassadors on the next page!



Synnøve Egeness Lilleli

Captain on the Super Kingair Beech 200, flying Air Ambulance in Norway on my 11th year and loving every moment of it! Also a pilot union representative at my base. I did my training in the [redacted] that included classroom and



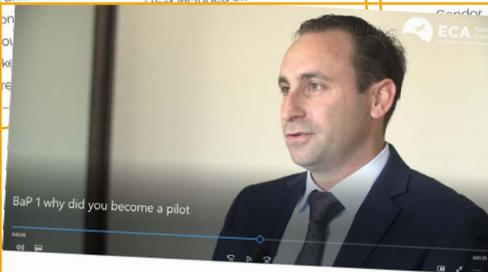
Thorsten Wenzl

My name is Thorsten Wenzl, I am 30 years old and I am employed since 2016 as a First Officer on Airbus A320 with a part of Thomas Cook Group Airlines. I quit my



Dale Mudie

My name is Dale Mudie and I am a First Officer for Europe's largest regional airline, based in the U.K. I have been in this role for 18 months now and in order to get here I chose to undertake my flight training via the modular route, attending flight training establishments in the U.K., Sweden and Ireland. I got involved in the ECA project because I firmly believe in giving



Donny Schuler

My name is Donny Schuler from the Netherlands. I work for KLM flying the B777/787 as a First-Officer. I did my training at the NLS in the south of the Netherlands and finished it in 2001.

In 2002 I started working for Ryanair and in 2005 I was employed by KLM. The reason I participated in this project is because as a Board Member of the Dutch ALPA I am responsible for the committee young pilots which focusses on ab-initio pilots in flight training and orientating the job market.



María F. Suárez

My name is Maria F. Suárez. I studied the Integrated pilot course in a flight school in Madrid, Spain, where I also worked until a few weeks ago. Currently I started working for a Spanish airline. When I heard about the 'Becoming a pilot' project I thought it was a great idea. I believe everyone should know what to expect realistically once entering this profession. The



Vanessa de Velasco

Pilot A330 / A340 and director of the Aviaadoras project.

But as some parts of the world are indeed facing a shortage of well-trained and experienced Captains, the pilot shortage narrative seems to be here to stay (at least for a while). This is why ECA brought an urgently needed nuance to the discussion, with an informative and provocative [discussion paper: Pilot shortage: Fact or fiction?](#) The paper has been read by over 14.000 people. With extensive media coverage and reprints, it reached influential decision makers and officials across Europe.

The paper's core message is simple:

The 'pilot shortage' debate is an oversimplified way to brand the 'coverup' of many structural problems in the industry. What

may be perceived – or portrayed – by some of the industry as a 'pilot shortage' is in fact part of a complex discussion on accessing pilot supply, including by weakening regulation to unlock pilot supply for certain airlines at lower cost, and more profitable for some training organisations.

But beyond just training pilots to satisfy the current and future industry pilot demand, ECA felt the need to look at the broader picture. We went back to the drawing board & produced a detailed [position paper on Pilot Supply](#). The paper examines the real questions that the industry should be looking at: how to select and attract the most capable candidates, how to mitigate the financial risk related to pilot

training, how to keep them engaged and create dedicated aviators who would see flying as a life-long career.

The pilot community has been particularly receptive to the messages of the discussion paper. But others in the industry see the 'pilot shortage' as an easy way to justify quick fix solutions. We advocated our position firmly with the EU Institutions, incl. EASA, that this should not lead to "training quickly more pilots" but must rather lead to improved selection and training.



A direct consequence of the flawed approach to selecting pilot candidates – by the size of their wallet – is that the pilots trained may not necessarily have the strong and lasting internal motivation needed for being a pilot. And this makes a big difference in an individual's chances of persevering with the rigors of training, through recruitment, and with the demands of the job throughout a career.

Blazing a trail for diversity onboard

The lack of attractive and stable working environment & conditions have also not helped to attract the most skilled and talented candidates available. In fact, it has significantly limited the pool of candidates. Beyond the typical male, middle-class candidate, able to finance the training, very few people from other social or ethnic backgrounds enter the profession. Less than 5% of Europe's pilots are female, which also serves to illustrate that the issue of making the 'cockpit profession' more attractive to women has yet to be addressed properly. To change this, ECA has joined the European Commission's "Women in Transport" platform and will invest additional effort into raising awareness among girls & young women about the profession.

A [widely-read interview with 4 female pilots](#) and union leaders was a first step in March 2018. We will continue to provide visibility to female pilots and promote different role-models.

Isabel Doppelreiter, President of the Austrian Cockpit Association

A proud feminist & "Earth warrior", frequent volunteer for the Global White Lion Trust in Timbavati, South Africa. Born in September 1981, Isabel is the daughter of a rally car racer and his biggest fan. Sister of an older brother, who always pushes her to be the best she can possibly be.

Pilot for Austrian Airlines since August 2008. Co-pilot Fokker 100/70 for 8 years. Co-pilot Embraer 195 for 1 year. Isabel Doppelreiter is now Captain "in the making" on Dash 8 400.



Karine Gély, SNPL France ALPA International affairs

Captain on Airbus 320, flying for Air France for 21 years now.

I grew up in the South of France, my two parents being math teachers in Montpellier. After passing my high school degree, I followed intensive scientific studies to be able to apply to the pilot national school program. I finally joined and completed the Air France cadet program. After 3 years working as a flight instructor in the US and in France during the 90's crisis, I joined Air France, flying the airbus 320 for 10 years. In 2008, I became captain on the A320 as a captain.



Sara Sigurdardottir, Icelandic Airline Pilots Association (FIA) International Affairs

My name is Sara Sigurdardottir and I am a 37-year-old captain flying B757/767 for Icelandair. I live in the suburbs of Reykjavik with my husband and our 3 boys. When not working you can find me, often with my boys, skiing or mountain biking somewhere in Iceland.



Tanja Harter, Vereinigung Cockpit

... is an engineer, Captain on the A320, CRM instructor, licensed Management Coach & the first person to talk to about "pilot training standards".

In the early 90s I took the (possibly last) chance for Lufthansa's (no longer sponsored) program. After 14 years on Boeing Aircraft (8 years 737/6 years B747) as a First Officer and Senior First Officer I became CPT on the A320, which I'm currently flying out of MUC.

I joined Vereinigung Cockpit (VC) literally as I finished flight school. I started with the Qualification and Training group (VT), then joined the IFALPA HUPER in 1999, became Vice-Chair Licensing/Training in 2005, Chair in 2015. I represented IFALPA in the IWG to renew ICAO DOC 9625 (Simulator qualification criteria) the ITQ EBT project and various other occasions.



Revamping pilot training

ECA has started working on an innovative holistic approach to pilot training: outlining our experts' ideas and views on how to bring pilot training into the 21st century, starting with a complete revamp of the philosophy of training.

ECA will explore how pilot training can benefit and implement the competency-based concept, while putting basic flying skills at the heart of training. Other key skills, such as management, leadership and people skills would make up the whole package.

Although there is a large consensus that pilot training needs to change, ECA will continue to steer the discussions and add new important elements to the debate. We are putting the final touches to this new publication on Pilot Training. Expect a copy in 2019!

Next generation training for next generation pilots

> Curriculum for life v. curriculum for a license?

> How to design the training portfolio for the new, digital, next generation of pilots?

> How can it impact the existing portfolios?
What should the next generation training look like?

5 top reads

Praised by experts, policy makers and pilots alike, ECA Position Papers have become a handy tool and reference point for the industry. Timely, thorough and multi-faceted, our position papers have been instrumental in spreading the pilots' views across EASA, the European Commission, Parliament, journalists and industry stakeholders.

Pilot insight into recent maintenance works



Together with aircraft engineers from AEI (Aircraft Engineers International) we raised awareness about the increasing pressure to reduce the use of licensed engineers to a mere administrative task. In fact, in some Member States there is an increasing tendency to use the licensed engineers for merely approving the work performed by often unlicensed staff, without the licensed engineer performing the actual physical inspection of the aircraft. The two associations will continue to work together also in the future. [Link](#)

2

Ionising radiation: reducing the impact on crew

While Europe is a role model in the world with its health and safety rules on protection from ionising radiation, crews still need to be aware of what are the options to reduce the exposure and what are the obligations of the airlines towards them. We have worked closely with IFALPA to produce this [position paper](#) and to inform European crews about their specific rights. To complement and promote this work, an ECA expert provided valuable input to Bloomberg to produce this [informative and widely-read piece](#).

3

Crew Interoperability: the bigger picture

An ongoing assessment of the viability of crew interoperability by EASA triggered ECA to analyse the issue in depth and produce a comprehensive position paper. The paper consolidates our views and provides a thorough overview of all potential hazards and challenges related to crew interoperability. The points have also been introduced during the meetings with EASA and industry stakeholders. The list of challenges is long, worrying and definitely worth reading. [Link](#)



Unruly PAX

The Security Working group of ECA intensified the calls for actions to reduce the growing number of incidents with unruly passengers. To provide policy recommendations, ideas and urge European authorities to take action, ECA published a position paper and actively reached out to authorities through its Member Associations. We advocated for the immediate ratification of the Montreal Protocol 2014. The protocol is one of the solutions identified by our experts and underlines the importance of worldwide uniform prosecution and enforcement. [Link](#)



The intelligence component of pilots' background checks

European legislation prescribes that flight crew members must periodically have a background check that covers at least criminal records. With a new position paper we drew attention to the fact that despite existing EU Regulation 300/2008 in some EU Member States pilots can face problems with the issuance and revalidation of a background check.

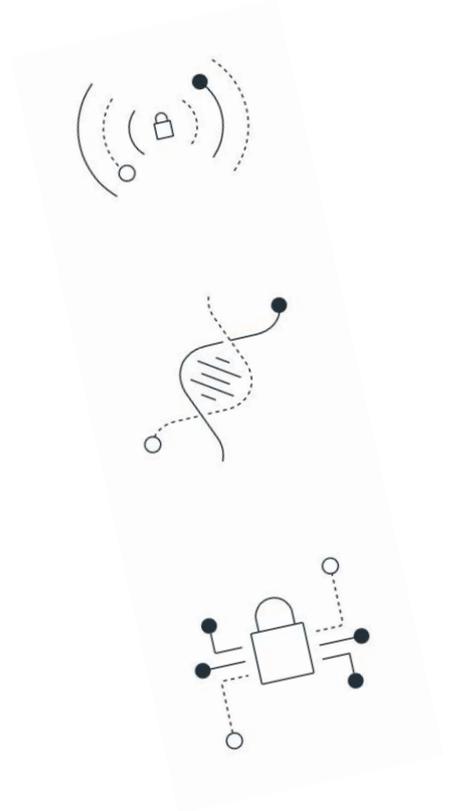
This could happen if the pilot and/or their partner have stayed abroad – in a non-EU State - for more than 3 months and if there is no sharing of information on individuals between the Intelligence Agencies of the concerned EU Member State and the non-EU country. We are facing headwind as this change has crept into an EU Regulation which will soon become a reality in Europe. [Link](#)

More pieces of the puzzle

Data4Safety forging ahead

D4S – the voluntary, cooperative partnership within the aviation community, for the sharing and analysis of data – is currently at a critical stage of its Proof of Concept phase (2016-2019).

ECA plays a key role in this programme with Bert Bonke, ECA Flight Data WG chairman – holding the key position of D4S Technical Board co-chair. Under Bert's leadership the programme is forging ambitiously ahead and the pilots' voice and views on sensitive issues such as data protection are heard. 2018 saw some major developments, including the start of the first FDM data flows to the custom-built IT solution (Foundry). D4S experts are now working on further defining and implementing data governance, with a focus on data security, de-identification aspects and protection of privacy. The objective is to guarantee the highest possible level of data protection while still allowing for meaningful exploitation and analysis. Airlines participating in the programme are in the process of committing to a specific Data Sharing and and Protection Agreement (DSPA).



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Over summer a highly-qualified cyber-security ECA expert has also joined the D4S team. As a member of the recently-established independent Supervisory Panel his main mission consists in monitoring and overseeing the activities of the programme so-called Data Protection and Processing Organisation (DPPO).

EASA's new wings

Almost four years after the European Commission proposed the legislative update of the EASA Basic Regulation – it entered into force on 11 Sept 2018. ECA has been an active stakeholder providing input and advocating for a stronger Agency, one which would be able to tackle

the challenges of the future. Our input has been critical for many issues, such as the introduction of a new article – article 89 – on the interdependencies between socio-economic factors and safety. This is a ground-breaking development and will require a change of mentality in the Agency. With the rise of atypical employment & new business models in aviation, pressure on pilots has increased exponentially. Several incident and accident reports, as well as studies like the LSE report on Safety Perceptions among pilots, already hint towards the risk that safety may be affected adversely due to such socio-economic factors.

One such example is presenteeism – showing up at work while sick. A recent study among pilots hinted

at presenteeism in the pilot community. It is worth looking into this – is presenteeism a problem for all pilots or only certain segments? How does this affect the safety culture and the safety performance of airlines? Analysing such issues and prescribing solutions would be now within EASA's remit. ECA will follow closely how the Agency follows up on this new article and implements it.

The EASA Basic Regulation also gives the Agency a formal mandate to introduce the legal framework for the unmanned aircraft (drones) irrespective of their take-off mass.

This provides the Agency with the capacity to regulate this rapidly growing aviation domain.

article 89

on the Interdependencies between
socio-economic factors and safety

Air taxis in the sky?

In the past year, ECA has worked closely and constructively with traditional manned aviation stakeholders and some new, unmanned industry representatives on shaping the future EU drone rules. The detailed implementing rules for these unmanned aircraft have recently been discussed in the informal Commission High Level Expert group of which ECA is a member. These rules constitute a legal translation of what was proposed by EASA in its Opinion on drones published earlier this year. As it can be expected, the draft regulations are less ambitious than what the pilot community advocated for. On ECA's radar for



improvements are more ambitious rules for drone pilot training in all categories and wider scope for incident reporting.

The current proposal does not adequately cover those, and we will continue to advocate for improvements.

Our input to the draft regulations has made it possible to define drone operators as drone pilots. This qualification implies in itself the need for certain responsibility, accountability, training & licensing. The majority of points ECA advocated on – including through the Joint Declaration signed with industry stakeholders in 2017 – are part of the new rules: e.g. drone registration, basic mandatory training, performance limits, etc. are part of the proposed regulation. It also

leaves a bit of flexibility for stricter rules on national level, as advocated by ECA. We will keep our focus on achieving the best & safest possible solution to protect people on the ground & in the air.

In the meantime, our experts are also involved in other streams of work for safe drone operations. Such example is the development of SORA – Specific Operational Risk Assessment on how to safely create, evaluate and conduct an Unmanned Aircraft System (UAS) operation. The SORA process looks at the safety risks on the ground and in the air, and the higher of the two determines the overall risk class. This overall risk class, in-turn, determines the necessary requirements for certification and operation. And in case you are having drone-related nightmares, check out BALPA's excellent drone sighting

protocol, giving guidance to pilots how to react in such cases. The protocol aims at helping pilots decrease the risk of collision and limit any damage. It has

been praised highly and ECA will continue to work together with BALPA to promote and spread these guidelines at European level.

Safe drone integration in 7 steps



Preventing Runway Incursions 3.0

The number of runway incursions affecting European & global airports remains a significant safety concern despite several initiatives launched over the past 10 years. Version 3.0 of [European Action Plan for the Prevention of Runway Incursions](#) (EAPPRI v3.0), promotes a renewed strategy to re-focus and re-energise ongoing actions being taken across the aviation industry. ECA has been one of the key stakeholders to have contributed to this action plan, managing to keep the original text for Local Runway Safety Team (LRST) composition. This wording is in line with ICAO RST Handbook & ensures pilot & ATCO associations participation in LRST.

The lucky number 13

The efficient lobbying efforts of ECA were crowned with a good outcome of the revised article on wet-leasing from 3rd countries. The 'new' text of Art. 13 (EU Reg. 1008/2008) will allow unrestricted wet-lease arrangements between EU and US air carriers – which was the primary objective of the proposed change – but will do so without paving the way to the outsourcing of European aircrew's quality employment to third countries. ECA had spent significant efforts on advocating for changes to the original proposal by the EU Commission, which threatened to open the floodgate for unlimited & unrestricted wet-leasing for all. [Link](#)

SJU & ECA partner up

In 2018, ECA continued the cooperation with the SESAR Joint Undertaking. A new framework contract supporting SJU and SESAR 2020 was signed in March and is initially valid for 1 year. The new operational environment, based on trajectory management, highly performing technologies and many more interventions of the flight crews at a strategic level, raises a number of challenges for front-end users. European pilots have taken up the challenge and will continue to contribute to the success of the Single European Sky and work towards a smooth transition to the new technologies. ECA pilot experts will be there every step of the way to achieving this success.

Automation, my friend

The use of automation is also becoming more common in many helicopter operations, including critical ones like Search & Rescue.

But statistics reveal that there have been several events related to incorrect use or misuse of automation. What went wrong and what can we learn from the accidents where overreliance on automation was a contributing factor? Will helicopter pilots become best friends with automation, and how can they be better trained for its use? Our experts are working towards spelling out solutions to the risks that are being identified.

Fatigue, my enemy

Our years-long advocacy campaign against Fatigue and for safe Flight Time Limitations (FTL) in Europe have established ECA as the most knowledgeable and trusted source of information. The issue has been at the core of our work also this year. Our efforts focused on ensuring the rules are interpreted and applied in a harmonised and correct manner. Still too often we notice that rules are not properly applied, and Fatigue Risk Management remains an empty box. An FTL wiki was built by our experts as a tool of continuous benchmarking and information sharing among ECA Member Associations.

Our attention goes into small battles, such as the interpretation of single articles and provisions of the EASA FTL, as well as big 'battles'. One of the big battles may be coming already next year with the results of the first evaluation of the FTL rules. ECA has been the most vocal advocate for having such an evaluation carried out. It is to be seen what the results will be, and what will be done about them. For sure, we will be following closely.

Our Members continue to alert us about how airlines incorrectly interpret and apply the rules and we are not sparing any efforts to change this. We've participated in a stakeholder workshop at EASA, we regularly notify authorities of misinterpretations and we seek clarifications, when necessary. One of the cases that we looked at this year was that e-Learning is not being counted as duty & not being in the roster. We have formally contested



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this but EASA's reply has been partially unsatisfactory, so the work is not yet done.

Similar was the case with Commander's Discretion not being used in the correct way. After a high-profile case hit the headlines during the summer (including the dismissal of crew who refused to work into discretion), ECA experts put together guidelines for pilots. The [dos & don'ts of Commander's Discretion](#)

reached hundreds of pilots in Europe and we aim at reaching thousands. Active public promotion of the guidelines will start soon & a practical toolbox is in the pipeline.

Finally, ECA's continued advocacy resulted in EASA setting up a dedicated expert group on FTL interpretations, which is attached to the EASA Stakeholder Advisory Body. ECA shaped the Terms of Reference of this new group, and has 3 of its

best FTL experts participating in its work, which started in Oct. 2018.

Legislation alert: **Random testing & Peer Support**

Random alcohol testing of air crew is coming to Europe. The introduction of this new EASA

RYANAIR WARN THE CREW AGAINST THE DISCRETION NOT TO FLY

July 12, 2018 Business 0 Views

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requirement is already approved by the EU and includes random alcohol checks of crews as part of the ramp inspection programmes. These rules are part of the legislative initiative after the Germanwings disaster. Although ECA had cautioned repeatedly against trying to prevent a Germanwings scenario by random drug & alcohol testing (where substance abuse didn't play a role), the regulators had deemed this useful.

Airlines will have no obligation to

do own inhouse random testing but can do so. The obligation they have is to set up an internal policy & procedures for the 'prevention and detection' of alcohol or drug misuse, including educational programmes.

While the rationale behind random testing is understandable, the European pilot community believes that establishing and promoting adequate Peer Support Programmes (PSPs) – to address issues of either substance abuse or dealing with life stresses and mental fitness – is for many far more effective to mitigate the related safety risks. Throughout the legislative process ECA promoted such Programmes and their benefits for all stakeholders. Our views were instrumental and were the driving force for having

Pilot Peer Support Programmes as the cornerstone of the new rules. ECA believes PSPs around the world have proven successful in identifying pilots that need help, treating them and, where possible, bringing them back to the flight deck. PSPs make it possible to capture drug & alcohol abuse, and any underlying mental health problems with one system. And the capture rates compared to random testing are 60 times higher ([see www.eppsi.eu](http://www.eppsi.eu)).



New Open Skies – state of play

In June 2016, the EU Member States granted a mandate to the European Commission to start negotiations of comprehensive Air Transport Agreements with ASEAN (which includes Laos, Thailand, Vietnam, the Philippines, Malaysia, Indonesia, Singapore, Myanmar, Brunei and Cambodia), Qatar, UAE & Turkey. The mandate included the so-called sunset clause – expiration date by which the Commission should conclude the negotiations. While the mandates for Turkey and ASEAN expire only in June 2020, the ones for Qatar and the UAE are very close

to their expiration date – June 2019. An important focus of ECA is to ensure that all new Comprehensive Air Transport Agreements include a social clause – an enforceable set of rules to ensure there is no race to the bottom on labour rights unlocked by these agreements. Another hard lesson learned from the past.

But not everybody is as keen on fair & social aviation industry. Qatar is strongly opposing and resisting any efforts to even discuss such provisions. Others – like ASEAN – may warm up to such clauses but until it is signed & sealed, ECA will continue to advocate for the best possible solution. We are also part of the EU stakeholders' delegation and as such we provide input to

bolster the EU bargaining power and to obtain meaningful concessions. Equally important is a fair competition clause to ensure that European aviation can compete on fair terms. The lessons learned from the past show that such a clause is necessary to keep our industry viable in the face of diverging business models globally and high commercial ambitions.

EU & ASEAN to close a deal

The talks with ASEAN are progressing with a fast pace and it is likely that the EU will soon sign an agreement – probably by the end of 2019. The negotiations are in their 8th round and the situation is dynamic and followed closely by ECA.

Negotiations between EU & Turkey

Slow-paced negotiations continue also with Turkey. After 4 rounds of talks, the EU is not getting closer to a deal. The deal is not what Turkey hopes for so at this stage our role is mainly as observers.

Negotiations between EU & Qatar

The EU negotiations with Qatar have also slowed down significantly. The EU has a strong position in the negotiations as it holds one of the most powerful cards – access to the huge potential of the EU aviation market. Qatar though seems very distant to the idea of a comprehensive and enforceable social clause and the definitions of “fair” competition are still too diverging.

UAE stepping in

September also brought the news that the UAE is now willing to start talks with the European Union. The news is surprising at least, given the remaining time before the sunset clause expires. But ECA will keep this high on its radar.



Revision of EU Reg.

1008/2008

The EU Commission's current evaluation of Regulation 1008/2008 on EU Air Services has revived the fears of a new wave of liberalisation in EU aviation without establishing proper safeguards for employees and fair competition amongst airlines.

Despite the inadequate form of the latest consultation by the EU Commission, we continued to provide our input in a constructive, fact-based manner. ECA's latest contribution resorted to using hard language, but it is by no means an attempt to discredit the Commission's efforts to reshape the regulation on EU Air Services. For what it's worth, such a revision is urgently needed as the regulation

is not fit for the purpose. From its inception, it failed to address a substantial part of EU airlines' operations. As many airlines are no longer operating only from the country where they have their Principal Place of Business. They operate with multiple bases, branches and secondary establishments throughout the EU, with complex business models that may be efficient for operations but difficult to oversee and regulate.

The regulation is a key to solving some of the most pressing issues in the industry today – ranging from atypical aircrew employment to wet-leasing and fair competition. But it may also turn out to be another wave of unrestricted liberalisation, if judged by the Commission's proactive push for liberalisation of Ownership and Control (O&C) rules for 3rd country investments in European airlines.

To shape this revision, ECA very actively interacted with the EU Commission to ensure all problem areas that need to be addressed in that revision are clearly on their agenda. We will continue to advocate for meaningful and positive changes and play the watchdog over this revision. The Commission's official legislative proposal is expected for late 2019 / early 2020.



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Outlook

“There are four emergency “Brexit”

On 29 March 2019, the United Kingdom is scheduled to leave the European Union. With this deadline only four months away and the strong possibility of a ‘no-deal’ Brexit, uncertainty remains for all parties of what life will be like from 30 March. For the aviation industry the picture of a no-deal Brexit is grim: flights between the EU & UK could stop, UK will no longer be part of EASA, numerous pilot licenses will lose their validity overnight, airlines might have to ground planes because certificates won’t be valid.

The hope for the aviation industry – including ECA – is that the status quo can continue at least through the two-year transition period which might extend through until 2021. However, none of this is certain and we don’t know what the future holds. Currently, our hands are tied when it comes to advocating for anything as the negotiations are bound by what happens (or not) at the highest political level.

ECA and BALPA will work closely together to ensure we protect the interests of pilots as best as possible. We are ready to step in with suggestions towards the European Commission and EASA at any time, and already did so jointly with BALPA as regards pilot licenses. Given the growing concerns of the pilot community, our focus and attention would be to ensure minimum disruption to them. Brexit will undoubtedly be one of the pieces of the puzzle for next years to come.

EMERGENCY

BREXIT



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**... or what happens when
the UK leaves the EU?**

Two become one, or none?

It will probably come as no surprise that one of the solutions to the alleged pilot shortage – pushed forward & promoted by certain ‘experts’ is to have less pilots on board and even no pilots. ECA is closely following several ongoing initiatives in this field, including the European ‘ACROSS’ initiative, or the FAA and NASA founded research program aimed at single-pilot commercial operations. While initially the concept may apply only to cargo ops, its consequences will be felt more broadly in other types of operations, including airline, rotorcraft etc.

In parallel, some aircraft manufacturers are looking into the Single-Pilot Cruise Concept (SPCC) for long haul operations. The concept holds that only one pilot would be required to remain at the controls for extended periods during the cruise phase while the other pilot(s) in the crew would be resting in an area out of the flight deck or sleeping in the control seat.

Both projects are far from concrete implementation but ECA stays on top of it and continues to advocate for the safest possible solutions. To be continued! (Further reading [Two become one? Planemakers work on tech to cut pilot numbers, Reuters](#)).

2... 1...

... none?

We'd like to thank all our Member Associations & their Experts who have worked tirelessly to bring us where we are today!

ECA Team

About ECA

The European Cockpit Association was created in 1991 and is the representative body of European pilots at EU level. It represents over 38.000 European pilots from its national pilot associations in 37 EU states.



ECA

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