



**MINUTES OF MEETING**

**Subject** MAB 2019-03  
**Date** 16 -17 October 2019  
**Location** EASA Headquarters, Cologne, Germany  
Airbus conference room

Organised by Business, Strategy & Stakeholder Management (SM.2.2.)

**AGENDA**

- 1. Welcome and Introduction
- 2. Adoption of the agenda
- 3. Review of open action items
- 4. EASA Update & future of MAB meetings
- 5. DLAP project to create a digital licence for aviation pilots
- 6. Pilot training : upcoming Opinion on pilot training (RMT.0599)
- 7. Article 87 of the BR : Environmental Protection
- 8. Update on EPAS consultation 2020 -2024 & next steps
- 9. Governance and Efficiency of Advisory Bodies (ABs)
- 10. Higher Airspace Operations
- 11. Adoption of activity reports from TEBs
- 12. Reporting of exposure data for all helicopter operations.
- 13. ICAO Strategy : Outcome Assembly 40 (24<sup>th</sup> Sept. – 4<sup>th</sup> Oct)
- 14. ICAO MIR : State of Operator principle for non-commercial aircraft
- 15. Drone Programme State of Play
- 16. Partnership Agreements
- 17. Cybersecurity
- 18. AOB

<b>MoM Distribution:</b>
To all meeting participants and EASA management

MoM prepared by	Dominique Fouda	18/10/2019
MoM reviewed by	Luc Tytgat	18/11/2019



## 1. Welcome and Introduction

*Presented by: Luc Tytgat, Strategy and Safety Management Director and MAB Chair;*

The Chair welcomed the attendees.

## 2. Adoption of the agenda

*Presented by: Luc Tytgat, Strategy and Safety Management Director and MAB Chair;*

The Agenda was adopted including the following AOB item:

- IMF
- Medical Repository

## 3. Review of open action items

*Presented by: Julia Egerer, Strategy Development Officer; Regine Hamelijncx, Senior Safety Management Officer;*

The following action items were closed during the meeting:

- **18-3-2018:** EASA to answer all questions from MS in relation to the opt-in of Search and Rescue Services in writing Agency 15 January 2019 Closed. The Agency answer uploaded on IMF
- **4-1-2019** EASA to prepare a concept paper on the user contribution; Closed, user contribution has not been pursued in the final proposal.
- **1-2-2019** MAB to provide comments on EPAS using the dedicated commenting form Member States 15 July 2019 Closed
- **2-2-2019** EASA to provide in-depth information including draft Opinion on pilot training in time for MAB-2019-03 and in time for next AirCrew TeB Agency October 2019 Closed. Topic be covered during MAB 2019-03; upcoming Opinion on pilot training (RMT.0599)
- **5-2-2019** MAB to provide any additional feedback in writing to EASA within one week from MAB meeting. Closed. SP, IR, IT, UK, DE, AT, RM and FR have contributed. Answers from EASA to MS questions uploaded on IMF
- **6-2-2019** EASA to provide answers to the written additional questions received and to the questions raised during the meeting Agency 31 July 2019 Closed. Reply from EASA to questions raised and received after the meeting on draft opinion on Part-21 & Part M uploaded on 04.07.19 on IMF

[For the refence please see the updated table on IMF.](#)

## 4. EASA Update & future of MAB meetings

*Presented by: Luc Tytgat, Strategy and Safety Management Director and MAB Chair;*

EASA provided an update on relevant EASA activities. The MAB very much welcome the general update on EASA activities provided by Luc. A lot of discussion took place regarding the new mandate of EASA in the domain of environment and how the member states and EASA can collaborate in this domain. The MAB needs to evolve into an advisory body also on environmental matters. In order to prepare for this, EASA will prepare a paper for the MAB on the Agency's (new) role in the field of environment.



## 5. DLAP project to create a digital licence for aviation pilots

*Presented by: Olga Rando and Daan Dousi;*

EASA presented the next steps on DLAP project with a view for MAB to take position on the digital license for aviation pilots (DLAP). The project, which should be ICAO compliant, is vastly supported by the member states, it should not be deprioritized, but the member states expect the Agency to define more precisely the expectations in terms of financial contribution. Member States will be asked to express by the 15th of November, in time for the EASA Management Board, their willingness to participate to a group to further refine the financial scheme of DLAP.

### Action:

**1-3-2019** EASA to send more defined questions/expectations of financial contribution to the MAB members

**2-3-2019** Member States to express by the 15<sup>th</sup> of November their willingness to participate to a group to further refine the financial scheme of DLAP

EASA proposes to keep these actions on hold until new information is obtained. This is as communicated to the Member States via email on 15/11/2019.

## 6. Pilot training: upcoming Opinion on pilot & MAB consultation on evidence based training (EBT) included in draft Opinion:

*Presented by: Daan Dousi and Francisco Arena-Alvarino*

EASA presented the draft Opinion with a focus on pilot evidence based training (EBT) which is planned for discussion of the EASA Committee in Q1/ 2020. A presentation and discussion on the draft legal text of the upcoming opinion pertaining to EBT will enable MAB to provide feedback to EASA on the draft Opinion until 30 October 2020. The Member States expressed a general support to the direction taken. The topic still has to be discussed in the FCL TeB. The Commission requested that as much as possible the technical discussions take place in the TeBs and MAB to reduce technical debates at the EASA Committee.

### Action:

**3-3-2019** MS to send their feedback by 31 October on the draft Opinion using the commenting form.

## 7. How to develop recommendations aiming to improve the level of environmental protection: article 87 of the BR:

*Presented by: Kai Bauer;*

EASA gave a presentation on Art. 87, precisely Art 87.4 and the mandate received by the legislator to publish recommendations on how to improve aviation's environmental footprint. EASA proposes to create a task force following the December 2019 meeting of the Management Board. The MAB members are asked to coordinate with environmental leads in their countries. Industry and NGOs will also be involved in the task force. The MAB overall welcomed the presentation and the proposed way forward.

Several MAB members expressed interest to participate (FR, DE, FI, ES, IT). Austria reminded of the need to define the link of the recommendations to ICAO Annex 16. ES offered data and KPI information and reminded that biodiversity and circular economy should be considered in the recommendations. The Agency stated that



the recommendations are about improving the level of environmental protection in Europe, so the starting point is wide and will have to be further refined with the help of the task force.

The Commission pointed out that the recommendations in principle should be addressed to everyone including industry and ICAO for the standards. There is no requirement for EASA Management Board endorsement of the recommendations.

## 8. Update on EPAS consultation 2020 -2024 & next steps

*Presented by: Régine Hamelijnck and Gilles Gardiol;*

EASA provided an update on the comments received during the advisory body consultation and next steps to finalise the EPAS, including how the results from the Standardisation Annual Report have been taken into consideration to develop EPAS. In particular, the elements which are stable (strategic priorities, enablers, main risks areas, digitalisation, Data4Safety, Performance Based Regulation) were distinguished from those that will change with this latest edition, including: a new layout, better synergies between the EPAS and the Annual Safety Review, as well as with research and innovation. The MAB very much welcomed the presentation and congratulated EASA for the work done on EPAS over the years.

As part of the presentation on the EPAS consultation, EASA presented the outcome of the BIS gyroplanes that was consulted with the Advisory Bodies and explained that despite support from a few States during the consultation, the feedback raised concerns with the level of priority as well as with the draft proposal included in the BIS. NL was surprised that other States (GE, FI, BE) who have customers for PAL-V did not react. NL offered to create an NAA working to advance the regulatory work. This proposal received support from IT, GE, FI, AT, SP and FR (some of them have already nominated experts for this topic).

### Actions:

**4-3-2019 MAB requested to extend the EPAS consultation period. EASA to inform MAB members of possibility of extending the deadline of the consultation period.**

## 9. Governance and Efficiency of Advisory Bodies (ABs)

*Presented by: Franz Graser, CAA-Austria, Jari Poentinen, CAA-Finland*

The taskforce members from Austria and Finland presented state of play on the governance and efficiency of Advisory Bodies. The MAB agreed with the proposed evaluation performance criteria and draft questions for a survey to all stakeholders & EASA staff that are involved in EASA advisory bodies,

MAB also agreed on the next steps to assess governance & efficiency of advisory bodies. A survey will be launched in November 2019 and based on the results, the taskforce will develop actions to be launched in Q3 2020. No comments were raised.



## 10. Higher Airspace Operations

*Presented by George Thirion, CAA-France, Alessandro Cardi, CAA-Italy, Magnus Molitor, CAA-Sweden*

Some member states (FR, IT, SW) shared information on their activities in domain of Higher Airspace Operations, of the European Group on Suborbital Flight Regulation (EGSFR) includes Finland, France, Germany, Italy, Sweden, Switzerland and UK. This is to prepare discussions to develop a future regulatory framework for higher airspace operations also in the context of the EU symposium & ICAO Assembly 40 WP on higher airspace operations. A lot of comments were made and a proposal was made to create a “learning” task-force on the topic to share experiences. EASA will report back to the commission before the end of the year.

## 11. Adoption of activity reports from TEBs

*Presented by: Dominique Fouda;*

EASA presented a summary of the activity reports from the TEBs in a first attempt to provide a top-down picture to the MAB. MAB has until the 15th of November to comment the activity report after which it will be considered as adopted by the MAB. While recognizing that the effort is going in the right direction, the member states requested an improvement of the template of the report to include an executive summary and a clear and standard for all TeBs expectations from the MAB.

### Action:

**5-3-2019 EASA to improve the template of the activity report to include an executive summary and a clear template to capture not only the activity of the TEB, but also what feedback the TeBs expect from the MAB.**

**6-3-2019 EASA to provide the TEB activity reports endorsed by the MAB to the TEB chairs.**

## 12. How can Member States improve their reporting to EASA of exposure data for all helicopter operations and of occurrence data for HEMS specific operations.

*Presented by: Florent Morel;*

EASA presented on the need for MAB to support the reporting from National Authorities to EASA of exposure data (e.g. number of flights and flight hours) for all type of helicopter operations, in order to improve the safety performance measurement in this aviation domain. MAB is to support efforts of their Network of Analysts (NoA) representatives to perform such collection and sharing of exposure data with EASA, as already communicated to the NoA in June 2019. MAB to adapt a position to support and improve provision of occurrence data (e.g. accidents and incidents) reporting from National Authorities to EASA of occurrence data related to Helicopter Emergency Medical Services (HEMS) operations, in particular the HEMS operations which might fall under nationally regulated operations for some Member States. The MAB highlighted the difficulties to collect such data in certain area of operations but welcomed the idea to form a subgroup of the NoA to look into how to further improve the collection of data. The Commission highlighted the right timing to envisage a technical discussion at the level of the NoA to see if there is room to convey a message to the commission in terms of amendment of reg. 376.

### Action:

**7-3-2019 MAB to ensure that Member States support their NoA representative in providing to EASA exposure data (number of flights and flight hours) on helicopter operations, as well as occurrence data for HEMS operations.**



### 13. ICAO Strategy : Outcome Assembly 40 (24th Sept. – 4th Oct)

*Presented by: Daniela Defossar;*

EASA reported on the outcome of the 40th ICAO Assembly and suggested improvements for the future. The presentation included such points as coordination of European input, actions stemming from the ICAO Assembly and impact on the EASA system. MAB to assess European influence with a view to adopt a future position to endorse the European ICAO strategy. A certain number of lessons learnt were highlighted:

- Strategy & story line on EU issues/topics: Assembly/High Level Conferences are just one milestone.
- First define expected outcomes and then decide on best means to achieve them (WP/IP, intervention) and then define priorities/trade-offs.
- Review EU preparation schedule to take account of ICAO WPs & to keep option of co-sponsorship with other States.
- Importance of coordination & key briefing document for selected items of Executive Committee.
- Review ECAC best practice document to provide more granularity/flexibility to groups to define the type intervention (e.g. support w/ comments).
- Start outreach to other States early, or better, make this part of our story line and on-going ICAO activity.

The MAB highlighted the tremendous work done by EASA to coordinate the European position in preparation of the assembly.

It was remarked that the MAB should play a larger role in the coordination and that duplication with other European coordination groups should be avoided.

### 14. ICAO MIR : State of Operator principle for the oversight of non-commercial operations

*Presented by: Claudio Trevisan, Daniela Defossar;*

EASA informed MAB on the ICAO reply and state of play regarding the mandatory Information Request (MIR) from ICAO to EASA from 27 July 2018, in particular concerning the Protocol Questions (PQ) in the area of aircraft operations (OPS) on the State of Operator principle for the oversight of non-commercial operations as laid down in the EASA Basic Regulation. EASA will prepare a letter (the draft will be circulated to the MAB for comments) to be sent to the Commission on the recommended way forward.

**Action:**

**8-3-2019 EASA will prepare a letter (the draft will be circulated to the MAB for comments) to be sent to the Commission (DG MOVE) on the recommended way forward.**

### 15. Drone Programme State of Play, including a status on Advisory Bodies consultations on U-Space and Standard Scenarios & discussion on eVTOL 'Vertiports'

*Presented by: Maria Algar-Ruiz;*

EASA presented a state of play of the Drone programme in particular on the standard scenarios and the U-Space regulation. Opinion on standards scenario to be published in November, U Space to be presented at high level conference in Amsterdam (previous Amsterdam declaration) but publication before the end of the year is not a must if not mature enough. On vertiports EASA will deliver first guidelines which are not mandatory but there is need to have something which help Member States with harmonization. The Commission will organize an adhoc meeting of EASA Committee / Expert Group between 9 and 11 of December for discussing the Opinion on Standard Scenario and a first presentation of U Space draft regulations if available. The MAB expressed some concerns about the maturity of the U-Space draft regulation. EDA thanked the Agency for the



efforts of the certified category since the military community will appreciate the development of the regulation on the UAS certified category; it is important to stick to timeline.

**Action:**

**9-3-2019 MAB to provide feedback to ongoing consultations on Opinion on U-Space**

**16. Partnership Agreements:**

*Presented by: Joerg Marquardsen;*

EASA presented a state of play on the partnership programme with a focus on the partnership strategy and means to consult with Member States.

**17. Cybersecurity:**

*Presented by: Juan Anton;*

EASA presented an update on cybersecurity with a focus on the role of the ESCP (European Strategic Coordination Platform) in coordinating strategic and rulemaking actions. To ensure a high level of national coordination in the implementation of the future Cybersecurity Regulation resulting from NPA 2019-07, the invitation to the MAB meeting has been extended to national representatives for aviation safety and aviation security (such as NAAs' national cybersecurity agencies, ministries). There will be a high level conference on cybersecurity in Madrid on 4-6 March 2020.

On the status of ESCP and ECCSA, EASA explained that those mechanisms have been put in place to assist the implementation of the new EASA competence in cybersecurity. Those instruments have no formal 'institutional existence'.

On how to ensure a single / consistent regulatory framework for the certification of airport screening equipment, EASA explained the progressive involvement of the agency supported by EC and its participation to AVSEC committee. The presentation was very well received and the role of EASA is more and more recognized in the domain of cybersecurity.

**Action:**

**10-3-2019 MAB to provide feedback to EASA (Juan Anto : [juan.anton@easa.europa.eu](mailto:juan.anton@easa.europa.eu)) on their national cybersecurity focal points to create a European network of cybersecurity experts**

**18. AOB**

*Presented by: Luc Tytgat*

- Information provided by UK CAA on release to service after maintenance of aircraft registered in the UK by Part-145 organizations once UK withdraws from the EU.
- Information provided by CAA Spain on implementation of recently published amendment to Regulation 1321/2014 (Part I CAMO, CAO, ML), taking into account that AMC/GM are pending publication.
- Pilot Age Limit. A BIS (Best intervention strategy) consultation is being developed to determine the best approach. ABs will be consulted on the BIS at the beginning of 2020



- Action plan on public health & preparation of MAB 2020-01. To be presented at the MEG (Medical Experts Group) meeting on 17<sup>th</sup> of October 2019 for endorsement and further proposals by the MEG . EASA got the prerogative to look at human health issues which may be impacted by aviation activities. A presentation of the high level action plan on public health will be presented to the MAB in 2020. The participation of DG SANTE General Director is foreseen for a future MAB meeting.
- Difficulty to access the share point site: 90 day deadline to change the password. A solution envisaged is to propose an automatic reminder to change the password.
- The dates of the MAB meetings are being challenged, too close to the EASA Committee meeting dates. EASA to propose new dates for the February meeting.
- Information provide by CAA Spain on issue of the crediting of military qualifications for ATCO licensing. CAA Spain mentioned that Spain had privatised the provision of ATCO services in a number of control towers, and that Spain is experiencing a shortage of ATCOs. That is compounded by the fact that ATCO training organisations are also affected, since there are requirements on qualification and experience for instructors at those organisations.
- Looking for solutions, Spain has looked into the Air Crew Regulation applicable to pilot licensing, which allows to give pilots credit for previous military qualifications and experience. Under the Air Crew Regulation (Regulation (EU) 1178/2011) it is also possible to validate ICAO pilot licenses issued by third countries. Spain also mentioned the Expert Group meeting of 25th October on aviation safety, which had on the agenda a proposed Delegated Act on the acceptance of third country air crew licences, by reproducing the requirements previously existing under the Aircrew Regulation. In the light of this discussion, Spain proposed these alternatives to be introduced also into the ATCO Regulations. NL intervened in support, and the Chair mentioned EASA will explore the possibility of doing so.
- Medical Repository. Concerns were raised concerning the further development of the EAMR. The Agency confirmed its intension to continue the EAMR and assess the results in 2020. Given the results are favourable, to then extend the scope of the EAMR under Art. 74 Repository. MAB members provided feedback, including information on a letter sent by EAMAC (European Aviation Medical Assessors' Council) to EASA of 2 October 2019 to find a technical solution for the EAMR. The Agency also informed MAB that they had discussed several options with the EAMR service provider (Microsoft), who have confirmed that the exptension of the scope is possible including interoperability in order not to have repeated training.

**Action:**

- 11-3-2019** Action plan on public health & preparation of MAB 2020-01.
- 12-3-2019** IMF issues; Agency to propose a solution to enable MAB members to change their passwords when they have expired.
- 13-3-2019** MEG to report to MAB on actions taken following the letter of EAMAC of 2 October 2019.



**Closing**

*Presented by: Luc Tytgat, Strategy and Safety Management Director and MAB Chair;*

The Chair thanked everyone for attending.  
The meeting closed at 17:45 hrs on 17/10/2019

**Next meeting:**

The next meeting is arranged for 4<sup>th</sup> – 5<sup>th</sup> February 2020

**Annex 1 List of actions from MAB meeting 2019-03 and previous (if needed): as at 12/06/2019**

Item	Action (What)	Responsible (Who)	Deadline (When)	Status (Optional)
4-1-2018	Organise a dedicated meeting with MAB SG and inviting European CAEP members to set-up sustainable coordination mechanism	Agency		Open
3-3-2018	EASA to update the working paper on Article 64 and to share it with MS for further review and input	Agency	31 January 2019	Open
1-1-2019	MAB requested the Agency to share with the other MS the experience it is having in Greece with the support Office	Agency	December 2019	Open Forseen for discussion at the MAB 2019-03
3-2-2019	MAB and TeBs to coordinate outcome to ensure feedback from the technical and political/strategic level is aligned	Member States	December 2019	Open
4-2-2019	EASA to rely on webex communication in case there is a need to discuss further after MAB 2019-03	Agency	December 2019	Open
7-2-2019	EASA to revise the ICAO state letter consultation process to ensure that there is sufficient time for Member States to	Agency	December 2019	Open



	provide coordinated comments back to ICAO			
<b>8-2-2019</b>	EASA to provide an overview of European experts in ICAO panels and a comparison with experts in EASA advisory bodies e.g. TeBs	Agency	December 2019	Open
<b>9-2-2019</b>	MAB members to liaise with national members of EGSFR (encompassing Finland, France, Germany, Italy, Sweden, Switzerland and UK) who have been briefed on EASA's role in preparing a future regulatory framework for this activity during a recent meeting of EGSFR of 28th May in Rome	Member States	October 2019	Open
<b>10-2-2019</b>	EASA to attend future high level meeting between Commission, EASA, Eurocontrol, European Defense Agency (EDA) and Sesar Joint Undertaking (SJU) as a follow up of the April symposium	Agency	Date to be confirmed	Open

## Annex 2 List of Participants

Attendees	Alfonso	ARROYO FERNANDEZ	DG MOVE	EC - DG MOVE
	Gudjon	ATLASON		Iceland
	Philippe	AURADÉ	Direction Générale de l'Aviation Civile	France
	Layla	BROMLEY	CAA UK	United Kingdom
	Alessandro	CARDI	ENAC	Italy
	Kris	CLARYSSE	CAA BE	Belgium



Eleonora	DOBREVA	DG CAA Bulgaria	Bulgaria
Anne-Claire	DUPAYS	CAA BEDG	Belgium
Henrik	ELLERMANN	Danish Transport, Construction and Housing	Denmark
Declan	FITZPATRICK	Irish Aviation Authority	Ireland
Franz	GRASER	Austro Control GmbH	Austria
Ana	HOŽIČ	CAA SI	Slovenia
Sven	KALTENHAEUSER	DLR	Germany
Raimund	KAMP	BMVI	Germany
Ana	KAPETANOVIC	CAA HR	Croatia
Mette	KNOTH SØRENSEN	Danish Transport, Construction, and Housing Authority	Denmark
Mate	LÖWINGER	Ministry of Innovation and Technology	Hungary
Frauke	PLEINES-SCHMIDT	BMVI	Germany
Martin	NĚMEČEK	Transport Authority Slovak Republic	Slovak Republic
Matthias	NIEMEIER	BMVI	Germany
Mileta	NIKOLIC	CAA ME	Montenegro
Magdalena	OSTRIHANSKY	CAA PL	Poland
Jari	PÖNTINEN	CAA FIN	Finland
Melita	PRISTOV	Ministry of Infrastructure, Slovenia	Slovenia



	José Maria	RAMIREZ CIRIZA	Spanish Aviation Safety and Security Agency	Spain
	Bob	RIEDER	Ministry of Infrastructure and Watermanagement	Netherlands
	Dirk	SAJONZ	LBA	Germany
	Jan	SANDERS	BSI	Germany
	Marco	SILANOS	ENAC	Italy
	Robert	SIMONS	Ministry of Infrastructure and Watermanagement	Netherlands
	Zlatko	ŠIRAC	CAA HR	Croatia
	Mihai Adrian	SOLTUZ	Romanian CAA	Romania
	Georgios	SOURVANOS	Hellenic CAA	Greece
	Carl	TABONE	Civil Aviation Directorate, Malta	Malta
	Georges	THIRION	DGAC (French CAA)	France
	Alexandre	TRIVERIO	FOCA (Swiss Federal Office of Civil Aviation)	Switzerland
	Stephane	VALLANCE	Direction de l'Aviation Civile	Luxembourg
	Erika	VARGA	Ministry of Innovation and Technology	Hungary
	Nina Beate	VINDVIK	CAA NO	Norway
	Christophe	VIVIER	EDA (European Defence Agency)	EDA
	Neil	WILLIAMS	CAA UK	United Kingdom



	Servane	WOFF-LHUISSIER	EDA (European Defence Agency)	EDA
	Aivita	ЉUBЉINA-GOLDMANE	CAA LV	CAA LV
	Dace	REVISORE	CAA LV	CAA LV
	Magnus	MOLITOR	CAA Sweden	Sweden
Attendees (EASA)	Luc	Tytgat	Strategy and Safety Management Director	SM.0
	Massimo	Mazzoletti	Head of Strategy & Programmes Department Strategy and Safety	SM.2
	Dominique	Fouda	Business, Strategy & Stakeholder Management Section	SM.2.2
	Rodrigo	Priego	Safety Programmes Section Manager	SM.2.1
	Juan	Anton	Cybersecurity in Aviation and Emerging Risks	FS.4.4
	Kai	Bauer	Principal Advisor to the SM Director - Environment and Sustainability	SM.0
	Daan	Dousi	Aircrew & Medical Standards & Implementation Section Manager	FS.3.1
	Francisco	Arenas-Alvarino	Senior Expert - Air Operations	FS.2.1
	Olga	Rando	Aircrew & Medical Coordination Assistant	FS.3
	Regine	Hamelijnck	Senior Safety Management Officer	SM2.1
	Daniela	Defossar	Senior ICAO Coordinator	SM.3.1
	Claudio	Trevisan	Head of Air Operations Department S	FS.2
	Gilles	Gardiol	Senior Impact Assessment Officer	SM2.1



Florent	Morel	Junior Safety Analysis Officer	SM.1.1
Maria	Algar Ruiz	UTM - SESAR Programm Manager Junior Safety Analysis Officer	ED.0.1
Joerg	Marquardsen	Operations Section Manager	RS.3.2
Ruth	Seibicke	Partner Relations Coordinator	RS.3.2
Valerie	Landry-Sivel	Flight Standards Director's Office Section Manager	FS.0.1
Judith	Phillips	Administrative Assistant, Stakeholder Management	SM.2.2

