

CONVERSATION AVIATION

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STARTING POSITIVE CONVERSATIONS ABOUT SAFETY



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One of the things I've always liked most about aviation is that nobody achieves anything alone.

A safe flight is never just about the pilots on the flight deck, the crew in the cabin, the handlers on the ramp or the engineers and operational teams behind the scenes. The safety of every flight every day comes from hundreds of people, across multiple organisations, each playing their respective professional part, working together towards the same outcome: to maintain safety. This becomes especially evident during the summer season.

Summer is when aviation is at its busiest and often at its most challenging. Full aircraft, disrupted schedules, weather, congestion, tight turnarounds and operational pressure can all build quickly. Plans change fast and small issues can escalate surprisingly easily if teams stop communicating or lose sight of the bigger picture.

Yet, despite all of that complexity, aviation continues to operate remarkably safely every day. Not because the system is simple, or because disruption disappears, but because our people continue to work together to manage risk and support one another. For me, that is what modern safety management is really about.

We often talk about integrated risk management, but at its heart the principle is actually very human. Safety depends on each of us understanding that our decisions affect others across the operation.

What happens in crew planning affects the flight deck. What happens on the ramp affects the turnaround. What happens in the cabin affects the passengers and crew. What happens in operations control affects the entire network.

The strongest organisations are the ones where those connections are understood clearly and where departments work together as a cohesive ecosystem. Critically, that teamwork does not stop at the airline boundary.

No airline can operate safely by itself. Everyday, an airline relies on strong partnerships with airports, air traffic management, ground handling organisations, maintenance providers, manufacturers and regulators. Aviation safety has always depended on collaboration, trust and the willingness to share information openly across the wider system.

That is why the theme of this edition, *Go Safe This Summer — Together* feels so important.

// *Together is How Aviation Works*

"Together" is not just a slogan, it reflects the reality of how the aviation system works. The challenges facing our industry today are rarely isolated to one team or organisation.

Fatigue, operational pressure, weather disruption, passenger behaviour, technical issues and workload all interact across the system. Managing these risks successfully depends on good communication,

strong relationships and organisations creating cultures where people feel able to speak up early when something does not feel right.

When people feel supported, listened to and respected, safety information flows more freely, and operational resilience becomes much stronger. When communication breaks down or pressure overrides good judgement, however, small problems can very quickly become large challenges.

Summer operations will always be demanding; that is part of the nature of our industry. Busy operations do not, however, mean unsafe operations. This edition captures those themes extremely well and provides practical reflections on many of the operational challenges we will all face over the coming months.

I hope this edition of *Conversation Aviation* encourages discussion within your respective organisations and teams, because ultimately aviation safety is something we build together every day. Safety remains one of the greatest strengths of our industry.



SUMMER SAFETY CHALLENGES: Manage Fatigue, Stick to the Basics and Speak Up Early

When summer brings longer days, fuller skies, tighter turnarounds and higher operational pressure, the fundamentals of safety matter more than ever. Across the aviation system, safe summer operations depend on people who manage fatigue, stick to the basics and speak up early when something does not look right.

It's a scenario we all familiar with: the first wave of departures is already building. The apron is busy before sunrise. Aircraft are arriving late from across Europe after overnight thunderstorms disrupted schedules. Ground crews are working around equipment restrictions caused by the heat. Cabin crews are managing full flights and frustrated passengers. Dispatch teams are monitoring weather diversions while operations controllers juggle aircraft swaps, slot delays and crewing challenges.

Nobody made a major mistake. Nobody ignored safety intentionally. Across the system, however, pressure is building.

That is summer operations. Summer remains one of the busiest and most demanding periods in aviation. Traffic

increases. Airspace becomes more congested. Turnarounds tighten. Weather becomes more dynamic. Fatigue accumulates. Disruptions cascade faster. Small delays quickly become operational problems affecting crews, airports and passengers alike.

While summer does not necessarily create entirely new risks, it can amplify existing ones.

When operational tempo increases, risks that are normally manageable can combine and escalate quickly. A distraction becomes a missed check. A delayed handover becomes incomplete information. Fatigue reduces attention. Time pressures encourage shortcuts. Familiar hazards become normalised because people see them every day.

This is why the fundamentals matter so much during summer operations.

Not because aviation becomes less safe in summer, but because maintaining safe operations depends even more heavily on disciplined people, strong teamwork and resilient safety cultures across the entire system.

That is the central message behind this year's Summer Safety campaign: "Go Safe This Summer — Together"

Safe summer operations are not created by one department, one crew or one procedure alone. Safe summer operations are built collectively through thousands of small decisions made every day by pilots, cabin crew, dispatchers, air traffic controllers, ground handlers, airport staff and managers across the aviation system.

This summer, three simple but important principles sit at the heart of safe operations:

- Watch for fatigue
- Follow the basics
- Speak up early

These may sound straightforward but, under pressure, they are often the first safety barriers to weaken.

Summer Changes the Operating Environment

Summer flying often represents aviation at its most dynamic. Passenger demand peaks. Seasonal routes expand. Aircraft utilisation increases. Airports operate close to capacity. Many organisations bring in seasonal staff or adjust rosters to cope with increased operational demand.

At the same time, weather conditions can become less predictable. Thunderstorms, turbulence, convective weather, heatwaves and strong winds can all quickly disrupt carefully planned operations. Crews may face rerouting, airborne holding or rapidly changing operational conditions. Ground operations may slow due to heat stress or adverse weather activity. Recovery plans become more complex as delays spread across network.

Importantly, summer pressure rarely comes from one single major issue.

More often, that pressure comes from the accumulation of many smaller operational pressures happening simultaneously.

A delayed aircraft. A shortened turnaround. A tired crew. An incomplete handover. An overloaded radio frequency.

A last-minute stand change. A passenger issue onboard. A storm approaching nearby.

Individually, none of these may appear critical. Together, they can erode normal safety margins surprisingly quickly.

This is why summer operations require deliberate attention to the basics of safety performance. Not only technical competence, but also communication, teamwork, awareness and disciplined operational behaviour.

Watch for Fatigue

During the summer period, fatigue remains one of the most significant operational risks. Importantly, fatigue is not limited to flight crew: during busy summer operations, cabin crew, air traffic controllers, dispatch teams, ground handlers, fuelling staff, airport operations personnel and managers can all experience the effects of sustained operational pressure, disrupted routines and increased workloads.

High temperatures can also increase physical and mental fatigue. Sleep quality may reduce during heatwaves. Rosters may become more demanding as organisations attempt to recover disrupted schedules. Without our people fully recognising the impact on their performance, extended daylight hours and changing routines can gradually affect alertness.

Fatigue rarely appears dramatically; instead, it often develops quietly, over time through small changes in behaviour and performance. Things like reduced attention to detail, slower reactions, missed communications, incomplete checks, reduced situational awareness, poor prioritisation, or increased frustration and reduced resilience under pressure.

In aviation, these small degradations matter. They lead to things like a distracted readback, a missed briefing item, an incomplete handover, misunderstood instruction or an inappropriate operational decision.

These are rarely caused by one single factor alone. Fatigue often manifests as a combination of with workload, distraction and operational pressure to create conditions where errors become more likely.

During periods of disruption, there can also be organisational pressure to stretch operational limits to recover schedules. The aircraft "Commander's discretion" exists for exceptional and unexpected situations, not as a routine solution to predictable operational pressures or commercial recovery plans.

Safe operations depend on organisations creating realistic schedules and an appropriate operational resilience, rather than relying on crews repeatedly extending beyond planned limits during busy periods.

Aircraft commanders should feel supported in making safe fatigue-related decisions without concern that their safety judgement will be viewed negatively.

This is why organisations must manage fatigue risk actively during summer operations rather than treating it as an unavoidable consequence of a busy season.

There are a number of factors that really matter. Things like operational planning, realistic rostering, providing regular breaks, ensuring everyone is hydrated and, finally, being open to staff reporting things to help continually improve.

Just as importantly, colleagues looking after one another matters. People often recognise fatigue in others before they recognise it in themselves.

A strong operational culture allows people to speak honestly about workload, tiredness and operational concerns without fear of judgement or stigma. That is not weakness, it is an essential part of maintaining safe operations.

Fatigue does not only affect individual performance. It affects the resilience of the entire system.

Follow the Basics

Summer pressure can create a dangerous temptation to “press on”, or “just keep things moving”. That is precisely when the basics matter most.

Across aviation, many serious incidents do not begin with unusual failures or extreme situations. They begin when normal safety habits gradually drift under operational pressure. Checklists become rushed. Communications become abbreviated. Standard procedures become assumed rather than confirmed.

During busy turnarounds, this can affect everything from clear coordination between teams to cabin safety procedures, such as door arming and cross-checks. On the ramp, simple hazards such as the safe use of passenger stairs can become overlooked when operations are under time pressure.

In flight operations, pressure to recover delays can also influence decision-making in the air. Rushed or unstable approaches, late changes and reduced margins can quickly increase workload during critical phases of flight.

The basics matter because they protect people precisely when operational pressure increases. Things like stable approaches, positive handovers, clear phraseology, checklist discipline, proper turnaround coordination, cross-checking, fuel verification.

These are not administrative exercises, they are operational safety barriers designed to stop unforced human error from becoming incidents or accidents.

Summer operations often test organisational discipline because the pace of operations increases while tolerance for delay decreases.

That is exactly why the basics must remain non-negotiable. Professionalism is often most visible not during emergencies, but during routine operations under pressure.

Speak Up Early

One of aviation’s greatest safety strengths is people’s willingness to speak up when something does not look right.

That can only work, however, when people trust the system around them.

In busy operational environments, people may hesitate to report concerns because they fear blame, negative consequences or being viewed as a problem within the organisation. Others may stay silent because they do not want to delay operations or create additional pressure for colleagues.

This can be particularly dangerous during summer operations when small operational concerns can escalate quickly under high workload and tight schedules.

Speaking up early remains one of the most effective ways to prevent minor issues from becoming serious safety events.

That includes reporting fatigue concerns, unstable operational situations, weather-related risks, equipment issues, passenger behaviour problems or situations where operational pressure is beginning to erode safety margins.

Strong safety cultures are built on trust. People must feel confident that raising genuine safety concerns will be supported, treated fairly and used for learning rather than blame.

Nobody sees the full operational picture alone. Safe operations depend on information flowing openly across crews, dispatch, cabin operations, airports, air traffic management and management teams.

Silence can become a risk multiplier. Trust and early communication strengthen the resilience of the entire system.

Safety Map

This summer, organisations across aviation are encouraged to focus on six connected safety principles. These principles are not independent, they reinforce one another.



Mindset

Stay deliberate under pressure. Slow down mentally when operations speed up physically.



People

Protect each other from fatigue, overload, distraction and operational stress.



Equipment

Use the right equipment properly every time, especially during high tempo operations.



Compliance

Procedures, reporting requirements and operational rules exist because predictable risks exist.



Risks

Recognise how small operational pressures can combine into larger threats.



Learning

Share lessons openly and early across teams, organisations and the wider aviation community.

Having the right tools and equipment for a task cannot compensate for fatigue. Good procedures alone cannot overcome poor communication. Reporting systems alone cannot improve safety unless people actively use them. Safe summer operations depend on the entire system working together.

Together Through the Summer

Summer remains one of aviation's most exciting periods. Airports become busier. New destinations open. Operations expand. Every week, millions of passengers travel safely across Europe and beyond because aviation professionals continue delivering safe operations under demanding conditions.

That success must never be taken for granted.

Behind every safe flight are people making careful decisions, managing pressure professionally and supporting one another across the operational system.

This summer, the challenge is not simply to keep operations moving, it is to keep them moving safely.

That means watching for fatigue.

Following the basics.

Speaking up early.

Safe summer operations are built together. One communication, one checklist, one report and one good decision at a time.





SUMMER WEATHER:

The Risks You Can't Always See Coming

Summer flying often brings blue skies, busy airports and full aircraft, but behind the scenes, high temperatures, sudden weather changes and turbulence can quickly increase operational pressure across the aviation system. Managing summer weather safely depends on preparation, communication and looking after people as much as aircraft.

For many people, summer weather sounds like good news for aviation. Longer days. Better visibility. Fewer winter storms. Peak travel season. But operational staff know the reality is often far more demanding.

Summer weather creates its own unique safety challenges across the aviation system. From heat stress on the ramp to turbulence injuries in the cabin, rapidly developing thunderstorms, disrupted operations and aircraft sitting on hot stands with hundreds of passengers onboard.

Unlike many winter weather hazards, summer weather risks can also develop extremely quickly.

A clear sky can become a thunderstorm within an hour. A smooth flight can suddenly become severe turbulence. A comfortable turnaround can become physically exhausting during a heatwave.

Modern aircraft are designed and certified to operate safely in hot and challenging environments, but the operational pressure on people can often become a greater safety concern.

That is why managing summer weather safely is not only about meteorology and/or aircraft performance, it is also about human performance, operational decisions and organisations recognising how environmental conditions affect crews, ground personnel and passengers throughout the operation.

Heat on the Ramp: The Human Factor

Few operational environments become more physically demanding in summer than the airport ramp.

High ambient temperatures combined with direct sunlight, reflected heat from concrete surfaces, aircraft exhausts and physically demanding work can quickly create exhausting conditions for ground personnel.

During busy summer operations, turnaround teams may be working in extreme heat continuously while also operating under significant time pressure. Hydration, fatigue and concentration can all become safety issues.

Critically, heat stress does not always arrive dramatically.

People often continue working while gradually becoming dehydrated, fatigued, distracted, slower to react or less able to concentrate properly.

These matter in environments that involve lots of risks, like moving vehicles, aircraft proximity, fuelling, loading operations, passenger stairs, headset communications and high-tempo turnarounds.

Simple protective measures make a significant difference and include things like (visual to be made):



- Regular hydration.
- Access to shade.
- Sun protection.
- Realistic work pacing.
- Appropriate breaks.
- Colleagues actively looking out for one another.

Operational pressure should never override basic wellbeing protections; in many cases, protecting people from heat stress is also protecting the safety of the operation itself.

The Cabin Challenge

Passengers often feel the effects of summer weather long before the aircraft even departs.

Aircraft cabins can heat up rapidly during boarding, particularly when aircraft are parked on remote stands or experiencing delays during turnaround. Full cabins, direct sunlight and limited airflow can quickly create uncomfortable or even distressing conditions for passengers and crew, alike.

During hot weather, the use of air conditioning systems and auxiliary power units (APUs) becomes operationally important.

At the same time, aviation is also working to reduce environmental impact, including reducing unnecessary APU usage

at airports where alternative ground power solutions exist. Some airports already restrict or discourage APU use for environmental reasons, particularly around noise and emissions. Such restrictions can create operational tensions during periods of extreme heat.

Across the industry, work is ongoing to improve understanding of these operational realities and ensure that environmental objectives and passenger wellbeing are managed together sensibly. EASA and wider aviation partners continue engaging through environmental and operational channels on these issues, but system-wide solutions and infrastructure improvements will take time.

In the meantime, good operational judgement remains essential.

In overheated cabins, passengers who are already delayed, stressed or uncomfortable may become more vulnerable to illness, frustration or disruptive behaviour. Cabin crew may also be working in difficult conditions while simultaneously managing boarding, safety procedures and passenger communication.

This again highlights an important summer safety theme: environmental conditions affect people first and people are at the centre of operational safety.

When the Weather Changes Faster Than the Plan

Summer weather also brings some of the most operationally dynamic flying conditions of the year.

Thunderstorms, convective weather and rapidly changing local conditions can disrupt operations across entire regions within very short periods of time.

A flight planned into clear conditions may suddenly face rerouting, airborne holding, short-notice runway changes, windshear warnings, diversions or rapidly deteriorating approach conditions.

At busy airports, those disruptions can quickly spread across the wider network leading to delayed aircraft, congested airspace, increasing workload, reduced turnaround times and mounting operational pressure on crews, controllers and ground staff alike.

Importantly, summer weather decisions are seldom isolated. A thunderstorm over one airport may affect aircraft, crews and operational schedules across multiple countries within hours. This is why communication and shared situational awareness become so important during summer disruptions.

Pilots, dispatch teams, air traffic controllers, airport operations and operational control centres all need a common understanding of evolving weather risks, operational limitations, fuel implications, diversion options and the wider operational picture.

Good weather management is seldomly about one dramatic decision. More often, it is about organisations continuously adapting safely as conditions evolve.

Turbulence: The Invisible Summer Hazard

One of the most significant summer weather risks is also something that passengers often least expect.

Turbulence injuries continue to represent a real operational safety challenge every year, particularly during the summer season when convective weather activity increases.

Importantly, turbulence is not always visible. Flights operating in apparently good weather can still encounter clear air turbulence, wake turbulence or sudden convective activity.

While modern aircraft are designed to withstand severe turbulence safely, people inside the cabin remain vulnerable to injury if not properly secured.

When turbulence occurs unexpectedly, cabin crews are particularly exposed because they may be standing, moving through the cabin or conducting service activities.

Clear communication and proactive decision-making matter so much.

Passengers should be encouraged to keep seatbelts fastened whenever seated, even when the seatbelt sign is switched off. Cabin crew and flight crews should continue using turbulence forecasts, weather information and operational judgement proactively rather than reactively.

Summer operations can also create pressure to “keep the service moving” or maintain passenger comfort despite increasing turbulence risk, but turbulence does not negotiate with schedules.

Sometimes the safest operational decision is pausing service early, securing the cabin sooner or prioritising safety margins before conditions deteriorate further.

The key message for passengers is that putting yourself in “flight mode” is keeping your seatbelt on when you’re seated.

Staying Safe in the Summer Heat

Summer flying will always bring operational challenges. Heatwaves, turbulence and sudden weather changes are now becoming increasingly familiar parts of the operational landscape across many regions.

Aviation, however, is also highly experienced at managing changing conditions safely.

Aircraft systems, weather forecasting, operational procedures and crew training are continually evolving. Just as importantly, operational teams across aviation continue adapting together every day to keep flights safe during demanding conditions.

The fundamentals remain the same: look after people, communicate clearly, respect operational limits and never allow pressure to erode good judgement.

Whether the challenge is heat on the ramp, turbulence impacting the cabin or storms across the network, summer safety ultimately depends on people making safe decisions together.

Safety Map

Summer Weather Operations



Mindset

Summer weather can change quickly. Stay mentally ahead of the operation, especially during disruption, heat and high workload situations.



People

Heat, fatigue and turbulence affect people first. Protect crews, ground personnel and passengers through hydration, communication, realistic pacing and good operational judgement.



Equipment

Aircraft systems are designed to operate safely in demanding conditions, but they rely on correct operational use, proper cooling, accurate weather information and disciplined procedures.



Compliance

Weather minima, turbulence procedures, turnaround controls and operational limitations exist for a reason. Busy summer operations should never normalise reduced margins.



Risks

The greatest danger often comes from pressure building around the weather — the cumulative effects of delays, workload, fatigue and operational recovery pressures across the system.



Learning

Every summer disruption, turbulence event or heat-related operational challenge is an opportunity to learn and improve coordination, communication and operational resilience for the future.

WHEN “JET FUEL IS JET FUEL” IS NOT ENOUGH

Clear information. Shared understanding.
Safe operations – together.

JET A vs JET A-1

JET A



Higher
freezing point
limit

JET A-1



Lower
freezing point
limit

VERY SIMILAR FUELS

The difference matters in
certain conditions.

Knowing which fuel is used
makes the difference.



ASSUMING

“JET FUEL IS JET FUEL”
CAN LEAD TO

DANGEROUS CONFUSION

WHAT'S HAPPENING?



Fuel suppliers, airports,
airlines and regulators
are working together
to manage fuel
availability challenges.



EASA issued SIB 2026-04
with recommendations
for all organisations:
communication, training,
clear identification and
management of change.



This is about managing
a temporary situation
safely – ensuring the
right information is shared
across the system.

WHAT THIS MEANS FOR YOU



FOR PILOTS

Check fuel information
carefully.
Avoid assumptions.



FOR FUELING & GROUND STAFF

Ensure correct
documentation.
Communicate clearly.



FOR ALL OPERATIONAL STAFF

Safe operations rely on
many processes working
together.



When “Jet Fuel Is Jet Fuel” Is Not Enough

This summer, aviation is facing continued pressure on global fuel supply chains.

For most passengers, that will remain completely invisible. Aircraft will continue operating safely every day across Europe and beyond. But behind the scenes, fuel suppliers, airports, airlines and regulators are working closely together to manage some new operational challenges linked to fuel availability and fuel grading.

One of those challenges involves the possible introduction of Jet A fuel at some locations that have traditionally operated only with Jet A-1 fuel.

At first glance, that may not sound particularly important. After all, both Jet A and Jet A-1 are approved aviation turbine fuels already used safely around the world every day. Jet A has long been the standard fuel across much of North America.

So why is EASA talking about it?

The challenge is making sure everybody across the aviation system understands exactly what fuel is being used, what assumptions are being made and how organisations work together to manage any operational changes safely. On 8 May EASA issued a *Safety Information Bulletin* on this topic.

More Than a Technical Issue

For most operational staff, fuel grading is not something they think about every day. But modern aviation depends

heavily on shared assumptions and clear communication between organisations.

In Europe, aviation systems have traditionally operated on the assumption that Jet A-1 fuel is being used. Procedures, documentation, fuel handling processes and operational planning have evolved around that expectation over many years.

Introducing Jet A into that environment does not automatically create an unsafe situation. But it does create the potential for confusion if different parts of the system are working with different assumptions.

For example:

- a fuel delivery ticket showing incorrect information,
- a crew assuming Jet A-1 has been uplifted,
- inconsistent fuel availability across airports,
- or operational personnel not fully understanding the differences between fuel grades.

One of the strongest messages in the EASA Safety Information Bulletin (SIB) is actually a human factors one. EASA specifically highlights the risk that people may simply assume “jet fuel is jet fuel” without fully understanding the operational implications.

That assumption can become dangerous when combined with operational pressure, busy turnarounds, unfamiliar procedures or poor communication between organisations.

What Is the Difference?

From an operational perspective, Jet A and Jet A-1 are very similar fuels.

The main difference most operational staff need to understand is that Jet A has a higher freezing point limit than Jet A-1. That can become relevant during certain long-range or high-altitude operations where fuel temperatures are carefully monitored and operational decisions depend on expected fuel characteristics.

The SIB also highlights some fuel handling and infrastructure considerations linked to fuel conductivity and European fuelling systems.

For most people, the important message is much simpler. The fuel itself is not the problem. The challenge is ensuring the right information is clearly communicated across the system.

What Is EASA Doing?

One of aviation's strengths is that the industry rarely waits for accidents before taking action.

When emerging risks or changing operational conditions are identified, organisations across the aviation system work together early to manage them before they become larger problems.

That is exactly why EASA issued Safety Information Bulletin 2026-04. The bulletin brings together recommendations for airlines, airports, fuel suppliers, aircraft manufacturers, fuelling organisations and aviation authorities.

The focus is heavily on communication, training, management of change, clear fuel grade identification and making sure operational staff understand the implications of any fuel grade changes.

Importantly, the SIB also makes clear that this is not about promoting a permanent move away from Jet A-1 in Europe. It is about helping the aviation system safely manage a temporary and evolving operational situation.

What Exactly Is an EASA SIB?

Operational personnel regularly see references to Airworthiness Directives, Safety Directives, NOTAMs and Safety Information Bulletins. But many people understandably do not always know the difference.

An EASA Safety Information Bulletin, or SIB, is essentially an awareness and safety communication tool. Unlike an Airworthiness Directive (AD), a SIB is not mandatory.

Instead, it is used when EASA identifies emerging operational risks, changing conditions, important safety lessons or situations where early awareness and coordination can help maintain safety margins.

In simple terms, a SIB often means “Pay attention to this issue. Understand the risks. Coordinate early and keep the system aligned.”

That is especially important in modern aviation where many risks emerge not from isolated failures, but from assumptions, communication breakdowns and operational pressures interacting across multiple organisations.

The Real Takeaway

For most operational staff, this article is not about becoming fuel experts. It is about understanding how strongly aviation safety depends on shared operational awareness.

For pilots, that means checking fuel information carefully and avoiding assumptions.

For fuelling and ground personnel, it reinforces the importance of correct documentation and clear communication during busy operations.

For cabin crew and wider operational staff, it is another reminder that safe operations depend on many interconnected processes working correctly behind the scenes.

Most importantly, it reinforces a much wider safety lesson. When different parts of the aviation system make different assumptions, risk increases. When organisations communicate clearly, coordinate effectively and share the same understanding of the situation, safety becomes far more resilient.

That is exactly what this SIB and the wider industry response is designed to support.

NAVIGATING THE INVISIBLE THREAT: GNSS Interference, Spoofing and Conflict Zone Risks

Modern aviation depends heavily on satellite-based navigation. From flight management systems and performance-based navigation procedures to terrain awareness, surveillance systems and operational efficiency, Global Navigation Satellite Systems (GNSS) now sit at the centre of many everyday aviation operations.

For most flights, it works seamlessly. But in recent years, crews across multiple regions have increasingly experienced GNSS jamming and spoofing events, sometimes lasting only minutes, sometimes affecting entire areas of airspace. At the same time, conflict zones and geopolitical tensions continue creating operational risks that can rapidly change the environment in which aircraft operate. These are no longer isolated or rare events.

For many crews and operators, they are becoming part of the operational reality of modern aviation. That does not mean aviation is becoming unsafe. But it does mean crews, operators and the wider aviation system must continue adapting to increasingly complex operational conditions.

When Navigation Becomes Uncertain

GNSS interference generally falls into two categories:

- **Jamming:** Where GNSS signals are disrupted or blocked, reducing or removing navigation capability.
- **Spoofing:** Where false GNSS signals are transmitted, potentially causing aircraft systems to calculate incorrect positions or misleading navigation information.

For flight crews, the operational effects can vary significantly. In some cases, crews may see navigation warnings, degraded positioning accuracy, loss of Required Navigation Performance capability, unexpected route deviations, terrain

warning anomalies, surveillance system impacts or multiple aircraft systems behaving unexpectedly at the same time.

Importantly, the aircraft itself remains fully controllable. But the situation can rapidly increase workload and uncertainty, particularly in congested airspace, during poor weather or in already demanding operational environments.

One of the biggest challenges with GNSS interference is that it can initially appear confusing or ambiguous. Crews may not immediately know whether the issue is isolated to just their aircraft, whether it is a technical malfunction or whether wider interference is affecting the area. That uncertainty matters. Because safe operations depend heavily on situational awareness and crews understanding exactly what is happening around them.

Why This Matters More in Summer

Summer operations can increase the operational pressure surrounding GNSS events. Busy airspace, congested routes, thunderstorms, rerouting, high workload – all reduced margins for recovery.

When disruption is already building across the network, additional navigation uncertainty can significantly increase workload for pilots, air traffic controllers and operational control centres.

At the same time, geopolitical tensions and conflict-related disruptions can also affect route planning and airspace availability far beyond the immediate area of a conflict itself. Airspace closures, restricted areas or changing operational guidance can force traffic into more congested routes, increasing complexity across large regions.

That means operators may face multiple overlapping pressures simultaneously. This could include weather deviations with associated fuel implications, congestion, operational delays, fatigue and navigation disruption.

The operational challenge is often not one individual risk. It is how several risks combine together at the same time.

Conflict Zones: A Wider Operational Picture

Conflict zones remain one of the most serious operational risk areas in aviation. Importantly, aviation risk linked to conflict is not limited only to direct overflight of active conflict areas.

Modern conflicts can create much wider operational effects, including GNSS interference, communications disruption, military activity, rapidly changing airspace restrictions, cyber risks and unpredictable operational environments.

This is why EASA, together with international partners and States, continues monitoring conflict zone risks closely and publishing operational information to support aviation decision-making.

Operators are expected to conduct robust risk assessments before operating into or near affected regions, taking into account factors including the evolving security environment, available intelligence, operational limitations, crew workload, rerouting implications and contingency planning.

Importantly, these situations can evolve quickly. A route considered acceptable one day may require reassessment the next. That is why good information sharing across the aviation system is essential.

The Human Factors Challenge

One of the most important aspects of GNSS interference and conflict-related operational risk is the human factors dimension.

Modern crews are highly trained and modern aircraft remain extremely capable. But highly automated environments can become significantly more demanding when systems behave unexpectedly or crews lose confidence in the reliability of navigation information.

Workload increases quickly when crews have to cross-check multiple navigation sources, revert to alternative procedures, communicate with ATC under high workload, manage degraded situational awareness and make time-critical operational decisions.

Stress and uncertainty can also increase the temptation to focus narrowly on one technical issue while missing the wider operational picture.

This is why basic flying principles remain so important – Aviate, Navigate, Communicate.

Those fundamentals matter even more during degraded navigation situations.

Importantly, crews should also feel confident reporting GNSS interference events openly and consistently. High-quality occurrence reporting helps authorities and operators better understand where events are occurring, how systems are being affected and how operational mitigations can continue improving. That learning process is essential because the operational environment is evolving rapidly.

Managing the Risks Together

One of the strongest themes running through both GNSS interference management and conflict zone risk management is collaboration. No single organisation can manage these risks alone.

Safe operations depend on coordination between all stakeholders and information sharing is critical. It involves pilots reporting events, operators updating crews, states issuing operational guidance, ATC sharing situational awareness, manufacturers supporting operational mitigations and regulators coordinating internationally.

This is exactly why EASA continues publishing operational guidance, supporting occurrence reporting and working closely with international partners on both GNSS interference and conflict zone monitoring.

The goal is not to eliminate operational complexity entirely. It is to ensure crews and operators are informed, prepared and supported when managing it.

Preparing for the Unexpected

One of the lessons repeatedly reinforced by recent GNSS interference events is that operational resilience matters. Crews may need to revert to conventional navigation methods, use alternative procedures, adapt quickly to degraded capability or manage situations where multiple systems are affected simultaneously.

Preparation and training therefore remain critical. This includes understanding aircraft system behaviour, reviewing operator procedures, maintaining strong situational awareness and recognising early signs of navigation degradation.

Just as importantly, operators should continue fostering operational cultures where crews feel supported in escalating concerns, declaring operational limitations when necessary and making conservative safety decisions under pressure.

Because uncertainty itself can become a risk factor if crews feel pressured to continue operations without sufficient clarity.

Staying Ahead of the Threat

GNSS interference and conflict zone risks are now part of the operational reality aviation must manage. That reality requires vigilance, but not alarm. Modern aviation remains resilient because the system continuously adapts, learns and improves. Crews, operators and regulators are already working together across Europe and internationally to strengthen operational awareness, improve procedures and support safer decision-making in increasingly complex environments.

Ultimately, that resilience still depends on the same foundations aviation has always relied upon — good preparation, clear communication, strong teamwork and people across the system working together when conditions become uncertain.

Safety Map

The GNSS and Conflict Zone



Mindset

Expect operational conditions to change quickly. Stay mentally prepared for degraded navigation capability, rerouting and rapidly evolving situations.



People

High workload, uncertainty and operational pressure can quickly affect human performance. Good teamwork, communication and support across crews and operational teams remain essential.



Equipment

Modern aircraft systems are highly capable, but crews must understand how systems behave during GNSS degradation and how to operate safely when capabilities are reduced.



Compliance

Operational guidance, contingency procedures, NOTAMs and conflict zone risk assessments exist to support safe decision-making in complex environments.



Risks

GNSS interference and conflict-related hazards rarely exist in isolation. Weather, congestion, fatigue, rerouting and workload can combine together to increase operational pressure.



Learning

Occurrence reporting and information sharing remain critical. Every reported event helps improve operational understanding, mitigation strategies and system-wide resilience.

NAVIGATING THE **INVISIBLE THREAT**

GNSS INTERFERENCE • SPOOFING • CONFLICT ZONE RISKS



JAMMING

Signal disrupted



SPOOFING

False position
information



CONFLICT ZONES

Rapidly changing
operational risks



ADAPT

Aviate • Navigate
Communicate



MINDSET

Expect
change



PEOPLE

Manage
workload



EQUIPMENT

Understand
system
behaviour



COMPLIANCE

Follow
guidance



RISKS

Threats
combine



LEARNING

Report
and share



SAY WHAT THE PROBLEM IS:

New Phraseology for GNSS Jamming and Spoofing

GNSS jamming and spoofing events are no longer rare operational anomalies.

Across parts of Europe, the Mediterranean, the Middle East and areas surrounding conflict zones, crews are increasingly encountering navigation degradation, map shifts, false positioning, spurious warnings and loss of RNAV capability linked to GNSS interference.

As these events become more common, one thing has become increasingly clear — clear communication matters.

During high-workload situations, pilots and controllers need to understand quickly what the aircraft is experiencing, how navigation capability is affected and what operational support may be required.

That is why EASA has updated the recommended phraseology within the latest revision of SIB 2022-02R4. The goal is simple, to use standard, unambiguous language that allows crews

and controllers to rapidly build shared situational awareness during GNSS interference events.

Why Phraseology Matters

GNSS interference is not only a technical problem. It is also: a workload challenge, a situational awareness challenge and a communication challenge.

During spoofing or jamming events, several systems may behave unexpectedly at the same time. For example, RNAV capability may degrade, map shifts may occur, TAWS warnings may trigger, the aircraft's position may appear incorrect or crews may experience time anomalies. In these situations, unclear or inconsistent communication can increase confusion for both pilots and controllers.

The updated phraseology is designed to reduce that ambiguity. Instead of generic calls such as: “We’re having GPS problems” — the new recommendations encourage crews to describe the operational impact clearly and consistently.

Key Phraseology Examples

Loss of RNAV Capability

When the aircraft can no longer maintain required RNAV or RNP capability due to GNSS interference:



**UNABLE RNAV DUE TO
GPS INTERFERENCE**

or



**UNABLE RNP DUE TO GPS INTERFERENCE
(SPOOFING or JAMMING)**

This immediately tells ATC: the aircraft's navigation capability is degraded, the issue is GNSS-related and alternative handling or vectoring may be required.

Suspected Spoofing

Spoofing can be more difficult to recognise because systems may continue appearing normal while displaying incorrect information.

Observed signs can include incorrect aircraft position, abnormal groundspeed, map shifts, GNSS/FMS disagreement or time anomalies.

When crews suspect spoofing, EASA recommends clearly identifying the suspected cause in the transmission:



**GNSS UNAVAILABLE DUE TO
SUSPECTED SPOOFING**

This helps controllers rapidly understand the wider operational context and anticipate possible navigation inconsistencies.

Spurious Terrain Warnings

One particularly challenging effect of GNSS interference can be false or misleading TAWS "PULL UP" warnings.

The updated phraseology includes:



**PULL UP, PASSING 500 FEET DUE TO
GNSS INTERFERENCE**

This allows crews to communicate the warning clearly, maintain situational awareness with ATC and avoid confusion during already high-workload situations.

Time Anomalies

Some spoofing events have also caused aircraft systems to display incorrect time information.

The SIB includes a very simple but important reporting phrase:



TIME IS 13:13:31 NOW

While unusual, time anomalies can be an important clue that spoofing may be affecting aircraft systems.

More Than Words

Importantly, the new phraseology is not just about standard wording. It is about supporting good Crew Resource Management and reducing workload during degraded navigation situations.

The EASA GNSS interference video series reinforces several key operational principles:

- Aviate first
- Cross-check navigation sources
- Avoid fixation
- Clearly assign crew roles
- Communicate early with ATC

Recognition alone is not enough.

Crews must stabilise the operation, reduce workload, verify the aircraft's position using all available means and communicate clearly before navigation errors or separation risks increase.

Controllers also play a critical role by providing vectoring support, sharing situational awareness and recognising standard phraseology quickly and consistently.

Report and Learn

EASA also continues encouraging prompt occurrence reporting and AIREPs for GNSS interference events. High-quality reporting helps to identify affected areas, understand operational trends, improve mitigations and strengthen system-wide resilience.

Because GNSS interference is now part of the operational environment aviation must manage. As with many modern operational risks, safe outcomes depend heavily on preparation, situational awareness, teamwork and clear communication.

Or, as the video series concludes:

- Aviate
- Navigate
- Communicate... and Report.

SAY WHAT THE PROBLEM IS

Standard Phraseology
for GNSS Interference

GPS PRIMARY LOST
RNAV UNAVAILABLE
NAV ACCURACY
DEGRADED

PILOT



ATC

CLEAR COMMUNICATION.
SAFER OPERATIONS.



SCENARIO A

LOSS OF RNAV CAPABILITY

PILOT



ATC, Safewings 118 —
**UNABLE RNAV DUE TO
GPS INTERFERENCE.**

ATC



Roger.



SCENARIO B

SUSPECTED SPOOFING

PILOT



ATC, Safewings 118 —
**GNSS UNAVAILABLE DUE TO
SUSPECTED SPOOFING.**

ATC



Roger. Radar vectors available.
Report intentions.



SCENARIO C

SPURIOUS TERRAIN WARNING

PILOT



ATC, Safewings 118 —
**GNSS PULL UP, PASSING
500 FEET DUE TO GNSS
INTERFERENCE.**



SCENARIO D

TIME ANOMALY

PILOT



ATC, Safewings 118 —
TIME IS 13:13:31 NOW.

ATC



Roger.

WHY IT MATTERS



Builds shared
situational awareness



Reduces
ambiguity



Supports ATC
decision-making



Helps manage
workload



AVIATE • NAVIGATE • COMMUNICATE • REPORT





WILDLIFE HAZARD MANAGEMENT:

Safety Takes More Than the Airport Fence

Most wildlife strikes happen in seconds. A bird crosses the runway during take-off. A flock appears unexpectedly on final approach. An aircraft hits wildlife while taxiing at night. A crew hears a loud impact shortly after departure.

But effective Wildlife Hazard Management (WHM) is not about reacting in those few seconds alone. It is about everything that happens beforehand. The planning, monitoring, reporting and communication. There are also many different organisations working together to understand and manage the risk of bird and wildlife strikes across the wider aviation system.

That is why Wildlife Hazard Management fits so naturally into this year's summer safety theme: Go Safe This Summer — Together

Because no single team can manage wildlife risk alone.

Why Summer Matters

Summer brings increased wildlife activity across many parts of Europe. Migration patterns, breeding seasons, warmer temperatures and changing habitats can all increase bird activity around aerodromes and flight paths. At the same time, aviation itself becomes busier. More flights, tighter schedules and higher traffic levels mean more opportunities for aircraft and wildlife to come into conflict.

Aircraft are particularly vulnerable during take-off and landing when operating at lower altitude and high speed. Even relatively small birds can cause significant damage depending on where the impact occurs.

While aircraft certification standards are designed to provide strong protection against wildlife strikes, large birds or flocks

still represent a serious operational safety risk. Wildlife strikes regularly damage engines, windscreens, radomes, landing gear leading edges and flight control surfaces.

But the impact often goes beyond the aircraft itself. They lead to diversions, delays, inspections and passenger disruption. The operational recovery pressures can quickly spread across the wider system after a strike event.

That is why good WHM is not simply about regulatory compliance. It is about protecting people, maintaining operational resilience and reducing unnecessary risk before incidents occur.

Safety Starts Long Before the Aircraft Arrives

When people think about wildlife hazard management, they often picture vehicles chasing birds away from runways. That remains an important part of the job. But effective WHM is much broader than active dispersal activity.

The strongest wildlife management programmes combine:

- Understanding local wildlife behaviour
- Habitat management
- Operational monitoring
- Reporting
- Long-term data analysis

All of which then need to be closely coordinated between airports, operators and local stakeholders as well as airlines.

Every aerodrome is different. Coastal airports face different wildlife challenges from rural airports. Urban aerodromes may experience entirely different patterns again. Nearby lakes, agricultural areas, landfill sites or migration routes can all influence wildlife activity around an airport.

This means wildlife management cannot rely on generic solutions alone. It depends on understanding the local risk picture continuously and adapting as conditions change. Importantly, those risks do not stop at the airport boundary. Wildlife does not recognise aerodrome fences.

That is why off-airfield monitoring and cooperation with local authorities, landowners and environmental organisations remain essential parts of effective wildlife hazard management.

Different Parts of the System, Different Parts to Play

One of the strongest themes in modern aviation safety is recognising that everybody contributes differently to risk management. Wildlife Hazard Management is a very good example of that principle in practice.

Airports understandably carry much of the responsibility for active wildlife management on and around the aerodrome itself. Dedicated wildlife teams work continuously to monitor activity, manage habitats, reduce attractants and respond quickly when wildlife hazards emerge.

But the wider aviation system also plays an important role.

- Flight crews help by reporting strikes, sightings and operational concerns accurately and quickly.
- Ground staff may identify evidence of wildlife damage during turnarounds or inspections.
- Engineers support follow-up inspections and help identify the nature and extent of any strike damage.
- Operational teams analyse occurrence reports and identify patterns across routes, airports or seasons.
- Manufacturers and authorities help assess wider safety implications and operational mitigations.

Because one isolated strike report may appear minor on its own. But several reports together may identify a developing risk trend that needs action.

Reporting Matters More Than People Think

One of the most important parts of Wildlife Hazard Management often happens after the event. Accurate reporting and follow-up help airports, airlines and authorities understand where strikes are occurring, what species are involved, what conditions existed and whether risk levels

are changing. That information directly supports future mitigation measures.

For example this could be identifying migration patterns, recognising seasonal activity changes, understanding high-risk locations or adapting local habitat management plans.

Without reporting, much of that learning is lost. This is why operational staff should never assume that “somebody else will report it” or that a minor strike is unimportant.

The wider safety picture is often built from many smaller pieces of operational information collected over time. That is also why many operators now analyse wildlife data alongside wider operational safety information to better understand how wildlife risk interacts with factors such as weather, time of day, runway usage, operational tempo and seasonal changes.

Wildlife management is increasingly data-driven. Good data depends on people reporting what they see. This is also why taking samples of bird remains is so important.

Summer Pressure Changes Behaviour

Like many operational risks, wildlife hazards can become more difficult to manage when operational pressure increases. Busy summer schedules can create pressure to minimise delays and recover disruptions quickly. But wildlife risks do not disappear simply because operations are busy. In fact, rushed operations can sometimes reduce situational awareness exactly when crews and operational teams most need it.

That is why strong operational discipline remains so important. This means conducting proper inspections, reporting concerns early, following local procedures and maintaining good communication between airport teams and operators.

Wildlife hazards are also inherently unpredictable. A runway that appeared completely clear minutes earlier may suddenly experience significant bird activity. Conditions can change rapidly depending on weather, lighting or nearby activity.

Good WHM therefore depends heavily on maintaining constant awareness rather than assuming conditions remain stable.

Working Together Beyond Compliance

One of the most positive developments in Wildlife Hazard Management over recent years has been the increasing cooperation between airports, airlines, authorities and specialist wildlife teams.



The most effective systems are usually the ones where information flows openly, operational concerns are shared early and organisations treat wildlife management as a shared operational safety challenge rather than simply a compliance exercise.

Because ultimately, preventing wildlife strikes benefits everybody and while wildlife hazards can never be eliminated completely, strong cooperation and proactive management significantly reduce the likelihood of serious events.

Safety Beyond the Fence

Wildlife Hazard Management will always remain a challenge because aviation operates within the natural environment, not outside it. But modern aviation is highly effective at reducing those risks through preparation, professionalism and cooperation across the system, and ultimately, that cooperation remains the strongest defence.

Because successful Wildlife Hazard Management is not created by one vehicle on one runway. It is created by airports, operators, crews, engineers, ground staff, authorities and specialists all working together to understand the risk and manage it before a strike occurs.

Safety Map

Wildlife Hazard Management



Mindset

Wildlife hazards are dynamic and constantly changing. Stay alert and avoid becoming complacent during routine operations.



People

Effective Wildlife Hazard Management depends on communication, reporting and teamwork across airports, operators and frontline operational staff.



Equipment

Aircraft inspections, monitoring systems, dispersal equipment and reporting tools all support safer operations when used consistently and correctly.



Compliance

Wildlife management plans, inspections and reporting requirements exist because wildlife strikes remain a real operational safety risk.



Risks

Summer traffic growth, changing migration patterns and operational pressure can combine to increase wildlife strike exposure during busy periods.



Learning

Every wildlife report, strike analysis and operational observation helps improve future prevention and strengthen the resilience of the aviation system.

SAFETY TAKES MORE THAN THE AIRPORT FENCE

Wildlife Hazard Management – Working Together for Safer Operations



TOGETHER, WE REDUCE THE RISK



AIRPORT WILDLIFE TEAM
Monitor, manage and respond



PILOTS
Report strikes, sightings and operational concerns



GROUND STAFF
Identify evidence and support reporting



ENGINEERS
Inspect and identify wildlife damage after events



AIRLINES
Analyse data, identify trends and share information



AUTHORITIES
Provide guidance, coordinate and support actions

EVERY REPORT HELPS BUILD THE BIGGER PICTURE.



MINDSET
Stay alert



PEOPLE
Work together



EQUIPMENT
Use the tools



COMPLIANCE
Follow procedures



RISKS
Conditions change



LEARNING
Report and improve

GO SAFE THIS SUMMER

Feel safe

Don't let birds fly

TOGETHER

Summer 2019/2020



REPORTING OPERATIONAL EVENTS THAT REQUIRE MAINTENANCE ACTION:

Why It Matters for Safety and Resilience

In aviation, safety is built layer by layer, with every team, process, and decision playing a part in creating a secure operational environment. One critical layer of this safety system involves the accurate and timely reporting of events that might require maintenance action. Whether it's a high load event, a lightning or wildlife strike, or ground damage, these occurrences are not just isolated incidents—they are opportunities to ensure that aircraft continue to operate safely and reliably.

What Needs to Be Reported?

Aircraft are designed to withstand extreme conditions, but even the most robust systems require detailed checks after certain events. The following are examples of scenarios that should always trigger reporting for maintenance inspection or action:

- **High-Load Events:** Severe turbulence, hard landings, or unusual maneuvers can impose significant stress on aircraft structures. Reporting these events ensures that any potential damage is assessed before the aircraft is returned to service.
- **Lightning Strikes:** While aircraft are built to handle lightning strikes, they can cause minor damage to external surfaces or systems. Failure to inspect and address these can lead to long-term safety implications.
- **Wildlife Strikes:** Bird or wildlife strikes can cause visible or hidden damage to engines, wings, windscreens, or other components. Even a seemingly minor strike warrants attention, as undetected damage can lead to operational risks.
- **Ground Damage:** Loading incidents, vehicle collisions, or equipment strikes on the ramp can compromise critical structures or systems. Reporting such occurrences immediately allows for thorough evaluation and repair, preventing further complications.

Why Reporting Matters

The benefits of reporting maintenance-relevant events extend far beyond regulatory compliance. Reporting is a cornerstone of operational safety and resilience:

- **Preventing Escalation of Damage:** What might seem like minor damage can escalate into a major safety risk if left unchecked. Timely reporting ensures that maintenance teams can identify and address issues before they worsen.
- **Building a Culture of Safety:** Encouraging open reporting—without fear of blame—strengthens trust and communication within teams. When employees feel supported in raising concerns, safety becomes a shared responsibility across the organization.
- **Enhancing Data-Driven Safety Management:** Every report provides valuable data that can help organizations identify trends, improve processes, and develop proactive measures. For example, repeated wildlife strikes at a specific airport or frequent ground damage incidents linked to certain procedures can highlight areas for improvement.
- **Reducing Operational Disruptions:** Addressing issues early can prevent unexpected failures or delays later. A proactive approach to maintenance not only maintains safety but also helps keep operations running smoothly.





Making Reporting Easier and More Accessible

To improve reporting, it's important to create systems and processes that are user-friendly, accessible, and relevant to all staff, including ramp personnel, cabin crew, and ground handling teams. Here's how organizations can make reporting part of everyday operations:

- **Localized Communication:** For ramp staff and operational teams, providing reporting guidance in local languages can make a significant difference. Simple, clear instructions in the team's native language can reduce misunderstandings and increase reporting rates.
- **Real-Life Scenarios:** Using examples of actual incidents—such as a bird strike on take-off or a vehicle collision with ground equipment—helps staff understand why reporting matters and how to do it.
- **Training and Engagement:** Interactive sessions, toolbox talks, or short videos can demonstrate the importance of reporting and show staff how to do it correctly. For example, showing how ground damage can affect an aircraft's structural integrity makes the issue relatable and tangible.
- **Recognition of Good Reporting:** Celebrating proactive reporting, rather than focusing only on errors or failures, encourages staff to participate willingly. Recognizing those who report incidents helps reinforce the message that safety is a shared priority.

Cultural Barriers to Reporting

One of the biggest challenges in aviation safety is overcoming the fear of blame or retribution. Staff may hesitate to report incidents if they believe it will lead to disciplinary action or criticism. Organizations must actively build a **just culture**—one that emphasizes learning and improvement over punishment. This cultural shift encourages staff to speak up early when they notice something wrong.

Localized Reporting for Ramp Staff

Since ramp staff are often the first to notice ground damage, wildlife remains, or lightning strike marks, it's vital to empower them with tools and protocols they can easily use. The following steps can help:

1. **Provide Bilingual/Localized Materials:** Quick reference guides, posters, and training materials should be translated into local languages and adapted to cultural contexts. These materials should outline what needs to be reported, how, and why it matters.
2. **Simplify the Reporting Process:** Use clear, visual tools (e.g., mobile apps, checklists, or photo-based reporting forms) to make it as easy as possible for ramp teams to log events in real time.
3. **Emphasize Practical Examples:** Show how a small dent on an engine cowl caused by ground equipment could lead to significant safety risks if not reported and inspected.

The Role of Leadership

Leadership plays a crucial role in reinforcing the importance of event reporting. Managers and supervisors should:

- **Lead by Example:** Actively encourage reporting and acknowledge the importance of maintenance checks.
- **Foster Communication:** Promote open dialogue between teams so that staff feel comfortable discussing safety concerns.
- **Support Training:** Ensure all staff understand how and why to report incidents.

Together for Safer Operations

Aviation safety is a collective effort. From the ramp to the flight deck, every team member has a role in ensuring that aircraft remain safe and reliable. By encouraging and supporting the reporting of events that might require maintenance action, organizations can strengthen their safety culture, improve operational resilience, and protect both passengers and crew. Safe operations are built together—one report, one maintenance check, and one proactive decision at a time.

ONE REPORT CAN MAKE THE DIFFERENCE

SEE IT. REPORT IT. • GET IT CHECKED.



LIGHTNING STRIKE

Report even if the aircraft looks airworthy.



BIRD / WILDLIFE STRIKE

Minor strike?
Still report it.



DID YOU REPORT IT?



The damage you can see
is not always the damage
that matters.



GROUND DAMAGE

Small impact today,
big problem tomorrow.



HIGH-LOAD EVENT

Severe turbulence?
Hard landing?
Report it.

THE RIGHT ACTION, EVERY TIME



EVENT
See something
unusual?



REPORT
Tell us as soon
as possible.



INSPECT
Maintenance assesses
and takes action.



LEARN
We analyse and
identify trends.



SAFE OPERATION
We all benefit from
what we learn.



THE BIGGEST BARRIER?

Fear of repercussions.



Strong safety cultures
encourage reporting
so organisations can
learn and improve.



MINDSET

Report to
protect safety.



PEOPLE

Everyone
has a role.



EQUIPMENT

Use simple
reporting tools.



COMPLIANCE

Follow reporting
requirements.



RISKS

Small damage
can become
bigger problems.



LEARNING

Every report
strengthens
the system.



SPEAK UP EARLY. REPORT ALWAYS. SAFETY FOR ALL.

Your report today helps keep every flight safe tomorrow.



Putting Yourself in Flight Mode



Every time you board an aircraft, a familiar instruction follows: switch your devices to flight mode. It takes a second. You tap the screen, the signal drops, and without much thought you settle back into your seat.



But what if flight mode was more than a setting? What if it described something far more important — a deliberate, conscious transition in mindset and behaviour that makes the difference between a safe flight and one that escalates unnecessarily?

For aviation professionals, entering flight mode is not optional. It is the shift from ordinary life into a heightened state of readiness, awareness and shared responsibility. And increasingly, passengers are part of that same equation. A safe flight has never been just the responsibility of those wearing a uniform.

As easyJet's Director of Safety, Security and Compliance, Jim Pegram, put it: *nobody achieves anything alone*. That principle applies in the crew room, on the ramp and just as much in seat 34B.

The Passenger's Flight Mode

Being a passenger is not a passive activity. The decisions passengers make — before boarding and throughout the flight — directly affect crew, fellow travellers and the operation

as a whole. Five risk areas in particular depend significantly on passenger awareness and behaviour.

Be Ready

Safety starts before boarding. Many passenger problems begin long before anyone takes their seat — arriving late, not checking travel requirements, carrying prohibited items or reaching the gate unprepared. These situations create stress for passengers and additional workload for airport and airline staff.

Putting yourself in flight mode starts with being ready for the journey. A little preparation helps everything run more smoothly and allows crews to focus on what matters most: a safe flight.

Lithium Batteries

Lithium battery fires are among the fastest-escalating threats in the aircraft cabin. They can ignite rapidly, produce toxic gases, and overwhelm cabin crew response capability within minutes. The problem is that many passengers do not realise they are carrying a risk. Spare batteries, portable power banks, e-cigarettes and personal mobility devices all

contain lithium cells. When placed in checked baggage, they sit beyond the reach of crew if something goes wrong.

The rule is straightforward: lithium-containing devices belong in the cabin, where they can be seen and managed. Only charge a device using in-seat power, do not use power banks on the aircraft. If a device feels unusually hot or begins to swell, telling a crew member immediately is not an over-reaction — it is exactly the right thing to do.

Unruly Behaviour

A disruptive passenger is never just a personal problem. Every time a crew member is drawn into managing a confrontation, whether over alcohol, a seat dispute or non-compliance with safety instructions — that crew member's

attention is diverted away from the operation. Cabin crew are not customer service representatives who happen to work on aircraft. They are safety professionals who also provide customer service. The distinction matters.

Unruly behaviour creates hostile environments, reduces the crew's ability to monitor the cabin, and in serious cases forces aircraft to divert — disrupting hundreds of other passengers and creating cascading operational consequences. The principle is simple: our decisions affect others across the operation. A passenger who boards angry, drinks too much or refuses to follow instructions does not operate in isolation. Their behaviour changes the flight for everyone.

1

BE READY



TRAVEL PLAN

- ✓ Check-in
- ✓ Arrive on time
- ✓ Know where to go
- ✓ Allow enough time

Think ahead. Plan your journey. Be on time and know where to go.

 PUT YOURSELF IN FLIGHTMODE

2

RESPECT THE CREW



Follow instructions—they're there to keep everyone safe.

 PUT YOURSELF IN FLIGHTMODE

3

DRINK RESPONSIBLY



Too much alcohol can quickly become a safety issue.

 PUT YOURSELF IN FLIGHTMODE

4

NO SMOKING



Smoking or vaping is strictly prohibited at all times.

 PUT YOURSELF IN FLIGHTMODE

5

BATTERIES IN THE CABIN



Always carry electronics and lithium batteries with you.

 PUT YOURSELF IN FLIGHTMODE

6

CHARGE SAFELY



Keep devices in sight—never charge in overhead bins.

 PUT YOURSELF IN FLIGHTMODE

7

REPORT DEVICE ISSUES



If it overheats, smells, or smokes—tell crew immediately.

 PUT YOURSELF IN FLIGHTMODE

8

SEATBELT ON



Keep it fastened whenever you're seated.

 PUT YOURSELF IN FLIGHTMODE

9

LEAVE BAGS BEHIND



In an evacuation, every second counts.

 PUT YOURSELF IN FLIGHTMODE

30

CONVERSATION AVIATION • SUMMER SAFETY ISSUE

Turbulence Injuries

Turbulence is consistently the leading cause of in-flight injuries to passengers and crew alike. Yet the vast majority of those injuries are entirely preventable. A smooth flight can suddenly become severe turbulence. Modern weather monitoring and air traffic management continue to improve, but clear air turbulence in particular can develop with little or no warning. There is no reliable visual cue. There is no alarm before impact.

The single most effective protection is also the simplest: keep your seatbelt fastened whenever you are seated, even when the seatbelt sign is switched off. That one habit eliminates most turbulence injury risk immediately. Standing in the aisle to stretch, moving around the cabin unnecessarily or ignoring the seatbelt sign the moment it extinguishes are choices that leave passengers — and crew — unnecessarily exposed.

Evacuation

If a crew member gives an evacuation command, every second counts. Research consistently shows that passengers who stop to retrieve luggage from overhead bins or from beneath seats slow the evacuation for every single person behind them. In a real emergency, those seconds can be the difference between reaching an exit and not reaching it.

Leave everything. That means laptops, bags, duty-free, coats — everything. Get to the exit, get down the slide, and get away from the aircraft. The briefing at the beginning of every flight is not a routine announcement to be tuned out. It is information that may one day matter completely.

Across these five areas — being ready, lithium batteries, unruly behaviour, turbulence injuries and evacuation — the common thread is the same: awareness, preparedness and a willingness to act correctly when it matters most.

The Professional's Flight Mode

For aviation professionals — cabin crew, ground staff, operations controllers, dispatchers, engineers — putting yourself in flight mode is a process that begins well before any aircraft door opens. It is physical, mental and cultural.

Physical Readiness

Summer operations make this especially clear. When ambient temperatures on the ramp exceed 35°C, when turnarounds are compressing and when shifts are running back-to-back, the physical state of the people doing the work becomes a direct safety variable. Fatigue accumulates. Concentration degrades. Decision-making slows. Reaction times extend.

Arriving fit for duty is not the same as simply arriving for duty. Rest, hydration and nutrition are operational

requirements, not personal luxuries. A crew member who is exhausted, dehydrated or poorly nourished before departure has already compromised their performance before a single passenger boards. Managing physical readiness is the foundation on which everything else is built.

Mental Preparation and Transition

The shift from personal headspace to operational mindset is one of the less-discussed but most critical aspects of professional readiness. Life continues outside aviation. Crew members carry personal pressures, family concerns and everyday distractions just like everyone else. The discipline of flight mode is the ability to mentally close that door before stepping onto the aircraft or onto the ramp.

Briefings, checklists and pre-flight routines are the mechanism through which that transition happens. They are not bureaucratic formalities designed by people who have never worked in operations. They are the accumulated learning of decades of aviation experience, structured precisely to activate the operational mindset and ensure nothing important is assumed or overlooked. Treating them as such — rather than as boxes to be ticked quickly — is one of the most important habits any professional can build.

Situational Awareness and Anticipation

Professionals who are truly in flight mode do not simply react to events. They anticipate them. During periods of high operational tempo — the kind that summer reliably delivers — risks that are normally manageable can combine and escalate quickly. A distraction becomes a missed check. A delayed handover becomes incomplete information. Time pressure encourages a shortcut. Individually, each one is minor. Together, they can create something far more serious.

Being in flight mode means looking ahead. It means asking what could change in the next hour, communicating early when something does not feel right, and speaking up before a concern becomes an incident. The system depends on people doing this — not occasionally, but consistently, across every role and every discipline.

Safety Culture as a Daily Practice

Effective safety is not something that lives in a safety department. It lives in every decision made on the line, every time a crew member raises a concern and every time a colleague responds to that concern constructively. Safety promotion that actually connects with frontline staff is not delivered through posters or mandatory email briefings. It is built through relationships, through operational conversations and through organisations that demonstrate — through their actions — that safety behaviour is valued and supported.



Being in flight mode professionally means actively contributing to that culture. It means respecting the checklist when you are tired and it feels like an inconvenience. It means saying something when you see something. It means treating every colleague — from the dispatcher to the captain — as part of the same safety effort.

Ready to Fly

A passenger tapping their phone into flight mode and a crew member completing their pre-flight checks are, in one important sense, doing the same thing. Both are making a deliberate transition. Both are signalling — to themselves and to the people around them — that something has changed. That the ordinary world has been set aside, and that what happens next requires a different kind of attention.

When passengers engage with safety as participants rather than as spectators, and when professionals arrive physically rested, mentally prepared and culturally committed to raising concerns, the entire system becomes more resilient. Not because the risks disappear summer. Together.

Together for Safer Operations

By staying secure, prepared, and communicative, we reinforce the collective resilience of the aviation system. Let's ensure that every flight this summer is not only a journey but a safe and comfortable one. Together, we go safe this summer—one seatbelt, one communication, and one decision at a time.

Safety Map

Whether you're a passenger, a member of the cabin crew, or part of the wider aviation operation, putting yourself in flight mode is about recognizing that safety is a shared responsibility by focusing on these key principles:



Mindset

Stay safety-focused and mentally prepared for unexpected challenges during flights.



People

Protect crews, passengers, and fellow colleagues by fostering awareness, teamwork, and vigilance.



Equipment

Use aircraft systems correctly and ensure all safety tools are functioning and accessible.



Compliance

Adhere to all safety protocols, procedures, and regulations to maintain operational integrity.



Risks

Recognize how situational risks, such as fatigue or environmental changes, can compound and escalate.



Learning

Treat every flight and incident as an opportunity to improve safety practices and decision-making collectively.



SAFETY PROMOTION THAT ACTUALLY CONNECTS:

Moving Beyond Posters and Emails

Most people in aviation support safety. That is rarely the problem. The real challenge is helping busy operational staff engage with safety in ways that feel relevant, practical and connected to the work they actually do every day.

Because modern aviation is full of people operating under pressure with tight schedules, operational disruptions, information overload, changing procedures and constant competing priorities.

For many frontline staff, safety information can easily become “just another thing” arriving in an already overloaded inbox.

That is why effective safety promotion matters and why good safety promotion is about far more than posters, newsletters or mandatory briefings.

At its best, safety promotion helps turn safety from something owned by the safety department into something understood, discussed and actively supported across the organisation.

The Missing Part of Safety Management?

Most organisations already invest heavily in procedures, compliance, audits, reporting systems, investigations and risk management processes. These are all essential.

But even the best safety systems still depend on people:

- Understanding risks
- Recognising threats
- Making safe decisions
- Communicating concerns
- Applying procedures consistently under pressure

That is where safety promotion becomes critical. Because policies alone do not automatically create safe operational behaviour.

People need to understand why something matters, how it affects them and what good safety behaviour actually looks like in practice. This is especially important in large organisations where frontline operational staff may feel disconnected from safety reports, risk registers, investigation outputs or regulatory language. Good safety promotion helps bridge that gap. Telling Stories, Not Facts.

One of the strongest messages in EASA's Summer Campaign work is that people connect with stories far more easily than large volumes of technical information. That matters

SAFETY IS A CONVERSATION

MOVING BEYOND POSTERS AND EMAILS

I've seen that happen.

What would we do differently next time?

Let's talk about the risk.

What are you seeing on the ramp?

How can we make this safer?

EMAIL
PROCEDURE
POSTER

One-way.
Easily overlooked.
Quickly forgotten.

SHORT VIDEO
TOOLBOX TALK
WEBINAR
REAL STORY
DISCUSSION

Two-way. Relevant.
Memorable. Effective.

“ PEOPLE RARELY REMEMBER THE POSTER.
THEY REMEMBER THE CONVERSATION. ”

MINDSET	PEOPLE	EQUIPMENT	COMPLIANCE	RISKS	LEARNING
Think differently.	Connect with people.	Use modern tools.	Make it meaningful.	Talk about real risks.	Share experiences.



EVERY VOICE COUNTS.



EVERY CONVERSATION MATTERS.



TOGETHER, WE BUILD A SAFER AVIATION COMMUNITY.

because aviation safety information can quickly become overwhelming. With procedures, manuals, bulletins, regulatory updates, operational notices, training material – staff have a lot to read and understand.

Safety managers are often expected to absorb enormous volumes of information and somehow translate that into practical operational understanding across the organisation.

But frontline staff rarely engage emotionally with so much detail to worry about, so our job in safety promotion is find new ways to engage. The reality is that staff engage with operational reality. Stories that talk about real events, relatable scenarios and that have practical lessons that help them make human decisions under pressure.

That is why effective safety promotion focuses less on “pushing information” and more on helping people recognise themselves in the safety message. The goal is not simply to distribute facts. It is to influence awareness, behaviour and decision-making positively.

Make Safety Feel Operational

One of the biggest mistakes organisations make is treating safety communication separately from everyday operations. The most effective safety promotion feels operational, practical and relevant to the audience receiving it.

- **For pilots**, that may mean discussing unstable approaches, fatigue or GNSS interference using real operational scenarios.
- **For cabin crew**, it may involve passenger behaviour, turbulence injuries or evacuation discipline.
- **For ground staff**, it could focus on turnarounds, heat stress or ramp communication.

People engage more strongly when they can immediately see: “This affects me” or “I’ve experienced this.” That is why local context matters so much. The same safety message may need to be explained differently depending on the audience, operational environment or organisation.

EASA’s role is often to provide overarching safety themes, practical materials and system-wide learning. But organisations themselves are usually best placed to translate those messages into their own operational reality.

Moving Beyond Posters and Emails

Traditional safety communication still has value. Posters, newsletters and emails remain useful tools for awareness. But on their own, they rarely create genuine engagement.

People are far more likely to remember real conversations, stories, practical demonstrations, peer discussions, short videos or interactive activities.

This is one reason many organisations are increasingly moving toward doing safety promotion through things like this:

- Short operational briefings
- Peer-led discussions
- Toolbox talks
- Interactive safety stands
- Leadership walkarounds
- Webinars
- Scenario-based learning activities.

Good safety promotion should feel two-way rather than one-way. Not: “Here is more information” but “Let’s talk about the risks we are actually facing.”

That shift matters because safety culture grows through discussion and shared understanding, not simply information distribution.

Make It Easy to Engage

One of the realities of modern aviation is that operational staff are busy. Very busy. That means safety promotion must compete for attention alongside operational workload, personal pressures and large amounts of routine information. Good safety promotion therefore needs to be clear, visual, practical, concise and easy to consume.

Short videos may sometimes work better than long documents. A ten-minute peer discussion may create more engagement than a lengthy briefing note. A relatable operational story may be remembered far longer than a detailed procedure reference.

Importantly, this does not mean “dumbing down” safety. It means communicating safety in ways people can realistically absorb and apply during real-world operations.

Recognition Matters Too

One of the most overlooked parts of safety promotion is recognising positive safety behaviour. Many organisations unintentionally communicate about safety only when something has gone wrong.

But strong safety cultures are also built by recognising good decisions, proactive reporting, effective teamwork and people who speak up early to prevent problems.

Celebrating operational learning and positive behaviours helps reinforce the idea that safety is something

people actively contribute to, not simply something monitored by management.

That becomes especially important during busy periods like the summer season when operational pressure increases across the system.

Safety Promotion Is About People

Ultimately, safety promotion works best when organisations remember something simple: “Safety communication is not really about communication — It is about people.”

Helping people to understand risks, connect with safety messages, trust the organisation, learn from one another and feel part of a collective safety effort.

That is exactly why this year’s Summer Safety campaign focuses so strongly on the idea of “Together.”

Because safe operations are not created by safety departments alone. They are created by people across the aviation system making safe decisions every day on the flight deck, in the cabin, on the ramp, in operations control, in engineering, at airports and in management teams.

Good safety promotion helps bring those people into the conversation and when that happens, safety stops feeling like “extra work” and starts becoming part of how the organisation operates together every day.

If you are interested to learn more about safety promotion, drop us a line to safetypromotion@easa.europa.eu.

Safety Map

Safety Promotion



Mindset

Safety promotion should help people think differently about operational risk, not simply send them more information.



People

The best safety communication is human, relatable and connected to real operational experiences.



Equipment

Videos, visuals, interactive tools and digital platforms can all help organisations communicate safety more effectively. With some simple, cheap equipment you can make amazing safety promotion content.



Compliance

Regulations and procedures remain essential, but people must understand and engage with them operationally for them to be effective.



Risks

Operational pressure, information overload and disengagement can all weaken safety awareness if communication becomes too passive or generic.



Learning

Strong safety cultures are built through conversation, storytelling, reporting and shared operational learning across the organisation.

THE PEOPLE WE NEED NEXT SUMMER:

Why Aviation Must Start Thinking About Tomorrow's Workforce Today

When most aviation organisations think about next summer, they usually think about aircraft availability, operational resilience, schedules, disruption planning and capacity.

But one of the biggest challenges for next summer, and the years ahead, may already be developing quietly in the background. Will we have enough people?

Perhaps more importantly, will enough people actually want to build long-term careers in aviation?

Because attracting, developing and keeping skilled people is rapidly becoming one of the most important safety and operational challenges facing the industry.

Aviation Cannot Recruit From a World That Never Thinks About Aviation

One of the biggest workforce challenges is surprisingly simple. Many young people never seriously consider aviation as a career option in the first place. Not because they dislike aviation. Not because they lack ability. But because aviation often feels invisible to them.

Outside of pilots and cabin crew, many people simply do not know what jobs exist, how broad the industry really is or how many different skills aviation needs. Modern aviation relies on people in lots of different job roles. From engineers to dispatchers, cyber specialists, data analysts, air traffic controllers, safety managers, sustainability experts, human factors specialists, operational planners and many others.

But if aviation is not “on the menu” when young people think about future careers, the industry will struggle to attract the next generation of talent. That means organisations need to become much more proactive about how they present aviation careers. Whether that is in schools, online, through

social media, through mentoring, through apprenticeships and through relatable storytelling.

Importantly, younger generations often connect far more strongly with purpose and impact than with traditional corporate messaging.

Aviation has some incredible stories to tell. Whether that is connecting the world through safe air travel, implementation of cutting edge technologies and development of sustainability solutions. The industry changes lives every day. But we do not always explain that story very well.

The Next Generation Expects Something Different

The workforce entering aviation today is not identical to the workforce of twenty or thirty years ago. Expectations have changed. People increasingly look for meaningful work, supportive leadership, development opportunities, flexibility where possible, strong organisational values, psychological safety and healthy working cultures. That is not a weakness. It is a reality that organisations must understand if they want to remain attractive employers over the long term.

Younger employees are often much more willing to leave organisations where they do not feel respected, they see poor behaviour tolerated, they feel unsupported, or they cannot see a sustainable future for themselves.

This matters directly for safety. High turnover, burnout, disengagement and workforce shortages all place additional pressure on operational resilience. Attracting people into

aviation is only part of the challenge. Keeping them matters just as much.

Diversity Expands Capability

Aviation also cannot afford to limit itself to recruiting from narrow or traditional talent pools. This is where Diversity, Equity and Inclusion (DEI) becomes operationally important. Sometimes DEI discussions become unnecessarily polarised or treated as political language. But at its core, effective DEI is actually very practical. It is about making sure aviation attracts the widest possible range of capable people.

Because if large groups of society do not see aviation as welcoming, accessible or realistic for them, the industry automatically reduces its own future talent pool. That is not sustainable in a growing global industry already facing workforce pressures.

More diverse teams also bring wider perspectives, experiences and problem-solving approaches. In complex operational environments, that diversity of thinking can strengthen organisational resilience and decision-making.

Importantly, effective DEI is not about lowering standards. Aviation standards must remain high. It is about ensuring talented people are not unnecessarily excluded from seeing aviation as a place where they belong and can succeed.

And that begins long before recruitment itself. It starts with representation, visibility, role models, language, culture and how organisations present themselves publicly. People are far more likely to imagine themselves in aviation when they can actually see people like themselves already there.

Safety Culture and Workforce Culture Are Connected

One of the strongest lessons from modern safety management is that organisational culture affects operational performance. People perform best when they feel trusted, respected, supported, listened to and able to speak openly about concerns. That is just as true for workforce retention as it is for safety reporting.

The next generation increasingly expects organisations to demonstrate integrity, fairness, inclusion, openness and genuine care for employee wellbeing. Importantly, younger employees often notice very quickly when organisational values exist only in posters or presentations rather than in everyday behaviour.

Culture is experienced operationally through leadership behaviour, communication, rostering, workload, career development and how organisations respond when people raise concerns.

If aviation wants people to build long-term careers in the industry, organisations must become places where people can realistically imagine staying.

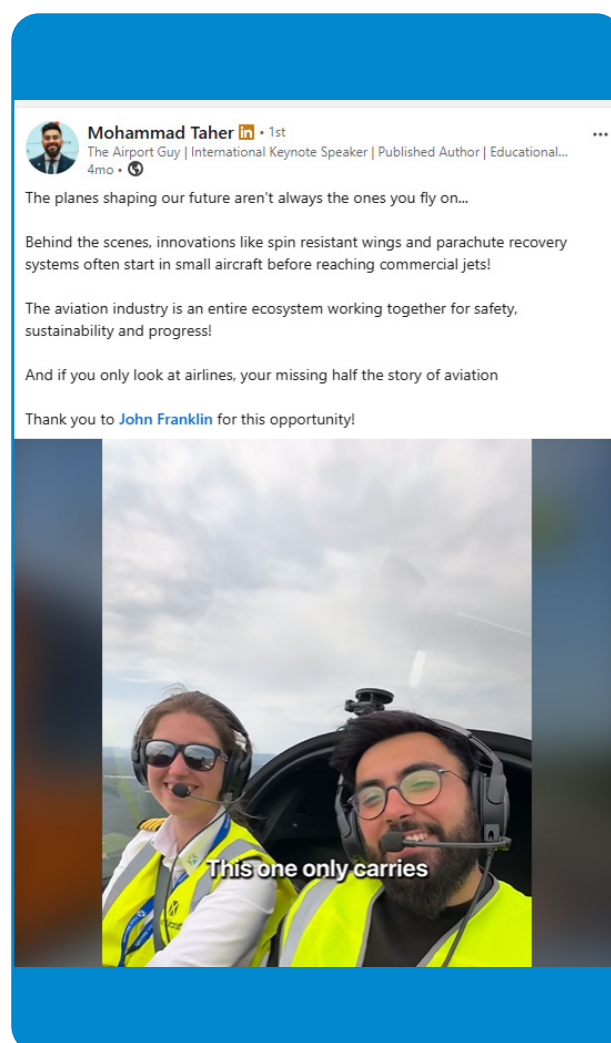
Building Careers, Not Just Filling Jobs

One of the risks during periods of workforce pressure is focusing only on immediate recruitment targets. But aviation needs to think longer term.

The goal should not simply be: “How do we fill vacancies for next summer?”

The bigger question is: “How do we build careers people still want ten or twenty years from now?”

That means developing people properly, creating progression opportunities, investing in leadership, supporting wellbeing and helping people feel connected to the wider purpose of aviation. Because people who feel valued and supported are far more likely to stay, grow, contribute positively and help strengthen the organisation’s long-term safety culture.



THE PEOPLE WE NEED NEXT SUMMER

Aviation's future starts today

**AVIATION CANNOT RECRUIT
FROM A WORLD THAT
NEVER THINKS ABOUT AVIATION**

— Show the possibilities. Share the stories. Shape the future. —

A CAREER JOURNEY



STUDENT



APPRENTICE



PROFESSIONAL



LEADER



MENTOR

*Be inspired.
Keep growing.
Lead the way.*



INSPIRE

Show aviation as
a career option.



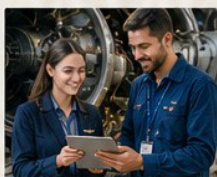
INCLUDE

Broaden the talent
pool. Everyone
belongs in aviation.



DEVELOP

Create meaningful
career paths and
growth opportunities.



RETAIN

Build organisations
where people want
to stay and thrive.



*The people we need
next summer are
deciding on their
future today.*



CONNECTING
THE WORLD



DRIVING
SUSTAINABILITY



EMBRACING
INNOVATION



BUILT ON SAFETY
AND TRUST



STRONGER TOGETHER
FOR TOMORROW

Aviation Still Has an Incredible Story to Tell

Despite all the challenges, aviation remains one of the most exciting industries in the world. Few sectors combine technology, teamwork, global connectivity, operational responsibility, innovation and human impact in quite the same way.

But the industry cannot assume the next generation automatically sees that. We have to explain it. Show it. Open doors to it and build organisations where people genuinely want to stay.

Because the people we need next summer and for the decades beyond are probably already out there today deciding what kind of future they want.

The question is whether aviation is making itself part of that conversation.

Safety Map

Workforce



Mindset

Future workforce challenges are not only recruitment problems. They are long-term operational and safety challenges for the entire aviation system.



People

Attracting and retaining skilled people depends on creating environments where people feel respected, supported and able to build meaningful careers.



Equipment

Digital platforms, social media, modern training tools and new technologies all provide opportunities to engage future generations differently.



Compliance

Strong workforce practices, fair treatment and inclusive cultures increasingly support both regulatory expectations and operational resilience.



Risks

Workforce shortages, burnout, disengagement and narrow recruitment pipelines can all place pressure on safety and operational performance.



Learning

The organisations most likely to succeed will be the ones willing to adapt, listen to changing expectations and continuously improve how they support their people.



