



Elena María Carrera Toucedo

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ABOUT ME

I am an aeronautical engineer with over 15 years of professional experience in the civil aviation sector, having held a range of positions at the Spanish Aviation Safety and Security Agency (AESA).

I have developed extensive expertise in the field of air operations, first years as Operations Principal Inspector and then holding several managerial roles across both safety and security domains. My professional background combines regulatory oversight, policy implementation, and operational leadership within a complex institutional environment.

My experience in air operations encompasses commercial air transport, aerial work, and general aviation. In the commercial air transport sector, I have been closely involved, as Head of the Operations Division, in the implementation of major regulatory developments affecting Spanish airlines over the past 15 years. In the aerial work domain, I have contributed to the development and implementation of national regulations for firefighting and search and rescue operations, supporting a significant reduction in accident rates in this sector. In 2023, I received the Ícaro Regulators Award from the Real Aero Club de España (RACE), Spain's leading institution representing general and sport aviation, in recognition of my contribution to the development of a modern regulatory framework tailored to the evolving needs and capabilities of general aviation, promoting its safe and sustainable development in Spain.

Over the past seven years as Deputy, and since 2026 as Flight Safety Director, I have further broadened my expertise, acquiring knowledge of initial and continuing airworthiness, operator licensing, commercial permits, sustainability, and unmanned aircraft systems (UAS). This experience has enabled me to contribute to addressing current and future aviation challenges, guided by a strong commitment to the safe and sustainable development of the aviation sector in Spain.

I am a committed and results-oriented professional, with strong leadership, negotiation, and communication skills. I have extensive experience in decision-making and in leading multidisciplinary teams towards the achievement of strategic and regulatory objectives.

WORK EXPERIENCE

 **AESA** – Madrid, Spain

Flight Safety Director

[03/2026 – Current]

Management, strategic planning, coordination, safety oversight, enforcement actions, and issuance of approvals, certificates, and licences in the fields of initial and continuing airworthiness, air operations, operating licences, UAS, the Spanish Civil Aircraft Register, and commercial permits based on international aviation agreements.

Management and coordination of AESA's seven regional offices.

Development of regulatory proposals within areas of national competence.

Management, oversight, and coordination of ETS and CORSIA programmes, refuelling requirements, and Sustainable Aviation Fuels (SAF) development in Spain.


Preparation, planning, and execution of the Agency's Strategic Plan and associated action plans within the Flight Safety Directorate.

Member of the EASA Management Board and representative for Spain in the EASA Air Safety Committee of the European Commission.

Member of the Joint MAB/SAB Simplification Board (JSB) of EASA, contributing to the Rule Simplification Programme under the EU Better Regulation agenda, aimed at simplifying the regulatory framework while maintaining safety and supporting innovation, efficiency, and industry competitiveness.



Chair of National Forums on Helicopters, Aerial Work, and General Aviation, aimed at fostering effective engagement with stakeholders, developing safety improvement initiatives, and identifying sectoral needs.
Leading a multidisciplinary team of over 280 professionals.

 **AESA** – Madrid, Spain

Deputy Director for Air Ops and Airworthiness

[2019 – 02/2026]

Assistance to management in defining objectives, strategy, and policies for the oversight and issuance of approvals, certificates, and licences in the fields of air operations, operator licensing, commercial permits, and initial and continuing airworthiness.

Coordination of AESA's seven regional offices.

Development of regulatory proposals within areas of national competence.

Support in the management of major crises, including Brexit and the COVID-19 pandemic, both of which had significant impacts on aviation. Brexit affected operator licensing and commercial traffic rights, while COVID-19 disrupted air operations and airworthiness due to movement restrictions, requiring exceptional measures and close national and international coordination to ensure sector continuity.

Leading a multidisciplinary team of over 250 professionals.

 **AESA** – Madrid, Spain

Head of Security Department

[2018 – 2019]

Management, strategic planning, coordination, oversight, and issuance of approvals, certificates, and licences in the field of civil aviation security.

Management of the National Security Committee and the National Facilitation Committee, and representation of AESA in national and international working groups.

Coordination with national law enforcement authorities to implement international civil aviation security policy in Spain.

 **AESA** – Madrid, Spain

Head of Air Ops Division

[2013 – 2018]

Oversight management, approval of continuing oversight plans, and issuance of approvals and certificates in the field of air operations.

Ensuring the qualification and competence of operations inspectors, supervising service quality, and representing the Division at national and international level.

Collaboration with Civil Aviation Authorities of other Member States within the framework of cooperative oversight.

Development of regulatory proposals in the field of air operations under national competence.

Leading a multidisciplinary team of 80 professionals, including aeronautical engineers, pilots, cabin crew, and ground operations experts.

 **AESA** – Madrid, Spain

Head of Occurrences Reporting Service

[2012 – 2013]

Compilation, analysis, and integration of civil aviation occurrences information for proactive safety management and exchanging of safety related information.

 **AESA** – Madrid, Spain



Principal Air Operations Inspector

[2008 – 2012]

Principal Air Operations Inspector for small and large operators, responsible for the overall supervision and reporting of compliance with applicable operational requirements.

Execution of operator oversight plans, conduct of inspections in the field of air operations and coordination of inspectors across the different oversight domains.

LANGUAGE SKILLS

Mother tongue(s): Spanish | Galician

Other language(s):

English

LISTENING C1 READING C1 WRITING C1

SPOKEN PRODUCTION C1 SPOKEN INTERACTION C1

Portuguese

LISTENING C2 READING C2 WRITING A2

SPOKEN PRODUCTION B2 SPOKEN INTERACTION B2

Levels: A1 and A2: Basic user; B1 and B2: Independent user; C1 and C2: Proficient user

EDUCATION AND TRAINING

Aeronautical engineering

Escuela Técnica Superior de Ingenieros Aeronáuticos, ETSIA. Universidad Politécnica de Madrid, UPM [2007]

City: Madrid | Country: Spain

Leadership Program for Public Management (Program participant 2021, Tutor 2022)

IESE Business School [2020 – 2021]

City: Madrid | Country: Spain

Directive missions – Leadership in the administration of the State

[2023]

City: Madrid | Country: Spain