



## Summary of Conclusions

### Meeting - MAB 3-2018

Date – 12-13 November 2018

Location – EASA Headquarters, Airbus 2+3

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

## AGENDA

1. Welcome and Introduction
2. Adoption of the agenda and of the minutes of the previous meeting
3. SAB Priorities and Activities
4. Review of open action items
  - Q&A for papers distributed in advance of the meeting
  - Verbal feedback on New Basic Regulation Workshop
5. New Basic Regulation: Reallocation of responsibility upon request of Member States - Article 64
6. MAB SG Report
7. EPAS 2019-2023 update
8. Groundhandling
9. Standardisation
10. Fees and charges regulation review update
11. Update on Research activities:
  - DG R&I presentation on Projects for Policy (P4P)
  - EASA presentation on Research developments
12. Information on REACH regulations and processes
13. MAB Technical Bodies Briefs/ State of Play
14. Feedback from the 13<sup>th</sup> ICAO Air Navigation Conference and presentation of ICAO's concept of a Global Aviation Safety Oversight System (GASOS)
15. AOB

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

MoM prepared by	Daniela Defossar	19/11/2018
MoM reviewed by	Luc Tytgat	06/12/2019



## 1. Welcome and Introduction

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

The Chair, Luc Tytgat, opened the meeting and welcomed the participants.

## 2. Adoption of the agenda and of the minutes of the previous meeting

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

The agenda was adopted with the following additional topics:

- Update on the New Basic Regulation Art 74 Task Force
- Status of the Flight Crew Licensing and Training Partnership Group
- NAA team members of Standardisation visits

## 3. SAB Priorities and Activities

*Presented by Giancarlo Buono, Stakeholder Advisory Body (SAB) Chair*

Giancarlo Buono, SAB Chair, provided a presentation on the SAB working methods, strategic priorities, challenges and “hot issues”.

MAB members recognised that there are many common topics and the MAB decided to identify common themes from the SAB priorities which would be driven forward together, as MAB, SAB and with EASA.

All participants recognised that the production and adoption of rules takes time. MS and stakeholders could improve their contribution by ensuring that their experts represent the respective MS and association position so as to avoid re-discussions later on in the process.

One MS informed that it regularly consults with its national industry and thus represents a State and not only an authority view at the MAB.

It was agreed to continue this exchange between the MAB and the SAB. The respective sub-committees are encouraged to also work together.

### Actions:

**1-3-2018:** MAB members to identify top 3 common SAB/MAB issues by 15/01/2019.

**2-3-2018:** EASA to plan for a discussion at the next MAB SG meeting, to make a proposal on the SAB/MAB common priorities and the work required and to discuss the best interaction between MS and stakeholder groups.

## 4. Review of open action items; Q&A for papers distributed in advance of the meeting; Verbal feedback on New Basic Regulation Workshop;

*Presented by Luc Tytgat, Strategy and Safety Management Director and MAB Chair; Daniela Defossar, Senior Strategy Development Officer; Marcella Miano, Policy Officer*

The open actions and actions of the last meeting were reviewed.

EASA debriefed on the New Basic Regulation WS and informed that the e-learning training module would be available by the end of November. Interpretation questions will be published as Frequently Asked Questions (FAQ) on the EASA website. The Management Board is going to receive an update on the NBR roadmap.



Concerning consultations, it was discussed that MS should strive to provide consolidated views per Member State to EASA.

## 5. New Basic Regulation: Reallocation of responsibility upon request of Member States - Article 64

*Presented by Gerli Rebane, Legal adviser; Ralf Erckmann, Head of Maintenance & Production Department; Susanna Metsälampi, MAB member from Finland; José Maria Ramirez Ciriza, MAB member from Spain*

The MAB discussed pre-requisites and practicalities concerning the transfer of oversight upon request of a MS. It was discussed that the process would be triggered by an exchange of formal letters. Liability moves with the transfer of oversight. In the case of transfer of tasks to EASA, EASA would apply its existing working procedures. It was asked how the link between AOCs and the operating license would be addressed. One MS recommended to address this topic together with the pooling of inspectors which may help to build more confidence between MS.

A large part of the discussion focussed on the need of Article 83bis. EASA and EC referred to the legal opinions of the Commission and Council Legal Service that Article 83bis between MS are not needed.

The following items require further consideration:

- the law (administrative) to be applied by the receiving State,
- the notification to ICAO and acceptance by third countries (Art 83bis),
- the link with the SSP and safety performance of a/the State(s) involved,
- the administrative procedures and appeal/legal mechanism which would apply if oversight is transferred to EASA,
- how “unwanted” transfers are prevented with a view to ensure a level playing field.

### Action:

**3-3-2018:** EASA to update the working paper on Article 64 and to share it with MS for further review and input.

## 6. MAB SG Report

*Susanna Metsälampi, MAB member from Finland; Veronique Magnier, Principal Advisor to the Strategy & Safety Management Director*

The FI MAB member provided a debrief from the MAB SG meeting, containing considerations and actions for the full MAB.

EASA complemented the presentation with an update on the Repository TF outlining the work done and next steps. It was confirmed that the drone repository is a priority.

Responding to a question on operations above FL600, EASA explained that the intent of the letter is to raise awareness of EC on the need to establish a European framework; also to avoid a situation similar to the one with drones where EASA was suddenly asked to act.

### Actions:

**4-3-2018:** MS to take note of the NBR table of changes with impact on MS

**5-3-2018:** MS to take note of the changes to the flexibility and safeguard provisions and process and to notify EASA of derogations being used but not notified previously

**6-3-2018:** Identify NBR topics which require dedicated discussion in a separate meeting/WS.



## 7. EPAS 2019-2023 update

*Presented by Rodrigo Priego, Safety Programmes Section Manager*

EASA presented the final EPAS draft which should be endorsed by the Management Board in December. EASA explained in particular the agreement found with EC to reduce the backlog of EASA Opinions pending adoption by 2019. This agreement leads to a significant reduction in the yearly publication of Opinions. The Chair also highlighted that the role of impact assessments will be much stronger in prioritising the work.

MS welcomed the EPAS and its development and supported the presented EPAS version. The discussion also touched upon a proposed ICAO fast-track alignment mechanism and the role the MAB/TeBs could play so as to limit discussions in the EASA Committee. EC stated that it would welcome the fast-track of Opinions for which a consensus has already been reached as this would allow to shorten the discussions in the EASA Committee/Expert Group. It was noted that this requires MS to also commit to expedite the process.

Responding to a question, EASA clarified that the Safety Performance Indicators proposed in the current EPAS edition include both outcome indicators as well as process indicators. The outcome SPIs stem from the latest draft GASP, while the outcome SPIs are based on the Annual Safety Review and the work of the NoA. MS are welcome to use and report on this indicators.

It was finally mentioned that EASA is willing to offer support to States in the implementation of their SSPs and national Safety Plans.

### Actions:

**7-3-2018:** MS to send last comments by Monday, 19/11

**8-3-2018:** MS to comment on the fast-track ICAO alignment mechanism

**9-3-2018:** EASA to plan for a more detailed discussion on a streamlined rulemaking process in the next MAB SG.

## 8. Groundhandling

*Presented by Daniel Coutelier, Senior Better Regulation Officer*

EASA presented the outcome of the fact finding phase and the next steps in developing a GH Roadmap, to be adopted in 1q 2019.

MAB members supported the on-going work. MS emphasised the performance-based approach, the links with other safety domains and security and proportionality aspects. It was noted that the designation of the competent authority in relation to where the activity takes place may pose duplicate oversight efforts on organisations. Cooperative oversight solutions might be needed. Concerning the issue of certificates/declarations, EASA mentioned that Groundhandling Service Providers are most interested in a recognition of training so as to avoid re-training of staff whenever they move somewhere else. Another important item is the link with the SMS of aerodrome and aircraft operators. Several MS suggested coordination with dangerous goods experts.

## 9. Standardisation

*Presented by Jesper Rasmussen, Flight Standards Director; Gian-Andrea Bandieri, Principal Coordinator - Standardisation*



EASA informed MAB members that the frequency of inspections is planned more risk-based. There will be fewer visit in the Medical and FSTD area and a bit fewer in continuing airworthiness. There will be more in ATM/ANS and considerable more in the SYS and aerodrome domain, considering that both domains are relatively new in Standardisation. EASA explained that this also means a shift of how many Team Members will be needed in the different domains.

In addition, besides compliance-checking, Standardisation teams are asked to engage into discussions with the State on general safety performance and sharing of best practices.

MAB members raised items such as helicopter operations as priority area, the standardisation of Standardisation teams, the need to raise general concerns early with States so that they can be addressed in advance of a visit and improvements in the follow-up of visits. Some also expressed their wish for more process-based oversight.

Responding to a question, EASA stated that an IT platform on findings is not an IT priority, taking into account all the other IT needs of EASA, MS and stakeholders.

#### **10. Fees and charges regulation review update**

*Presented by Ana Fernandez De Castro, Strategy & Resources Policy Officer*

EASA provided an update on the F&C Regulation review.

Responding to a question, EASA clarified that user contribution are not an alternative to the existing financing mechanism at this moment.

#### **11. Update on Research activities**

*Presented by Emmanuel Isambert, Senior Research Officer; Pablo Perez-Illana DG Research and Innovation*

The DG Research and Innovation provided a comprehensive update on the research activities in the aviation safety domain. The Projects for Policy project (P4P) was explained and how research projects can support EU policy decision-making, the review of aviation safety research through the OPTICS project, the link of research with EPAS, the available budget and priorities and examples of research outcomes. The NBR provides an assisting and supporting role to EASA in identifying key research topics in coordination with EC and MS. It was discussed that future presentations at the MAB could inform on new calls and that research may benefit from the data in the repository to be established under the New Basic Regulation. During the discussion MAB members expressed particular interest in topics and research outcomes on integrated risk management, safety culture, the human dimension and how to attract people to aviation.

EASA reported on a workshop with national research organisations and confirmed the organisation of a dedicated research meeting with MS focal points.

##### **Actions:**

**10-3-2018:** EC to check if the list of MS representatives in the Research Programme Committee can be shared with the MAB



**11-3-2018:** EC/EASA/MAB to find a mechanism how information can be shared more systematically and regularly. EASA to prepare a 2 page document describing the research institutional framework in the EU and how MS participate and what role of the MAB will be

**12-3-2018:** MAB members to indicate items for future research by using [the Research Project Specification Sheet](#)

## **12. Information on REACH regulations and processes**

*Presented by Matti Vainio, Head of Risk Management Implementation Unit, European Chemicals Agency*

ECHA provided an overview of the REACH Regulation and processes and potential impact on aviation. Issues are mainly to be monitored by the industry while MS should liaise internally with their environmental agencies.

### **Actions:**

**12-3-2018:** ECHA to provide list of MS competent authorities and representatives

**13-3-2018:** EASA to provide EASA point of contact for REACH to MS

**14-3-2018:** EASA to ensure that Dangerous Goods experts are aware of possible implications from REACH

**15-3-2018:** ECHA to investigate possible limitations on led in aviation fuels

## **13. MAB Technical Bodies Briefs/ State of Play**

*Presented by Jean-Pierre Arnaud, Safety Management Expert; Eduard Ciofu, Air Operations Standards Section Manager; Ralf Erckmann, Head of Maintenance & Production Department; Georges Rebender, Acting Head of Aircrew & Medical Department; Anastasiya Terzieva, Senior Expert - ATM/ANS; Dominique Roland, Head of General Aviation & Remotely Piloted Aircraft System; Giulio De-Crescenzo, Aerodromes Standards & Implementation Section Manager*

The EASA TeB Chairs or their representatives provided an overview of the TeB activity during the past year, their achievements, main priorities and issues for consideration of the MAB.

In relation to the SM TeB, the MAB was asked to identify top 5 strategic priority issues they wish the SM TeB to address.

It was commented that the TeB is on the right track and should focus on SSP and SMS implementation assistance as well as oversee the production of guidance material related to the RMT on SMS in design, production and maintenance organisations to ease implementation. It was also suggested that the TeB could concentrate on systemic enablers and look into holistic risk management as a system to manage safety. MAB members recognised the challenges of a horizontal TeB and one MS noted that the related horizontal rules are missing.

Responding to questions, EASA suggested that MS nominate persons with seniority and having a good overview of the NAA working methods and aviation risks in that MS. EASA confirmed that it will bring the NAA maturity model for discussion to the SM TeB.

In relation to the OPS TeB, while one MS found this TeB to be working well and a good role model, another MS was of the view that cross-domain issues need to be better managed – either by bringing them to the MAB and/or ensuring a better coordination with other domains. Several MS remarked that the process for bringing issues from the TeBs to the MAB is not clear. Some MS cautioned that there shouldn't be too many subgroups under the OPS TeB, stating that they have limited resources in attending all the different groups and meetings. One MS remarked that the agenda might be too packed leaving little room for discussion.



EASA reminded that the subgroups work in accordance with Terms of Reference endorsed by the TeB. EASA acknowledged that controversial discussions should be brought to the MAB earlier while so far attempts were made to find technical solutions.

In relation to the GA TeB, EASA observes a different level of attendance from MS which makes it challenging to take decisions during the meeting. MS were also reminded to ensure internal coordination. Some MS mentioned the GA TeB as an example how future TeBs might need to be structured to allow for a holistic cross-domain approach.

In relation to the ADR TeB, comments focussed on the need to allow for more cross-fertilisation and to discuss more rule content than process.

Responding to a question, EASA stated that it is not decided yet to which TeB the groundhandling domain would belong to in the future. Priority has the delivery of the Roadmap at this moment.

In general, it was highlighted that TeBs should raise controversial points earlier to the MAB instead of trying to find technical solutions to potential political issues. It was also commented that horizontal issues need to be better managed. EASA Chairs were encouraged to exchange between each other and to benefit of each other TeB experience and good practices.

MS acknowledged challenges in keeping all of their TeB members coordinated.

#### **14. Feedback from the 13th ICAO Air Navigation Conference and presentation of ICAO's concept of a Global Aviation Safety Oversight System (GASOS)**

*Presented by Daniela Defossar, Senior Strategy Development Officer; Krzysztof Kedzierski, International Cooperation Officer*

EASA provided an overview of ICAO's Air Navigation Conference, the topics discussed and their potential impact on the EASA system. In addition, EASA provided a presentation on ICAO's GASOS system. MAB members commented that ICAO can be influenced by bringing ready-made proposals to the Secretariat. The question was raised if the ICAO strategy could be discussed at the MAB SG, also taking into account the need to rationalise resources. It was emphasised that Europe should not only exercise its influence at the Assembly or high level meetings but also in between such events. EASA remarked that it has not the necessary flexibility to act due to institutional constraints. However, EASA would see itself as an enabler to guarantee the involvement of MS.

Concerning GASOS, some MS highlighted the benefit of possibly having less audits. It was also remarked that the NBR Art 66 oversight support mechanism is in fact one facet of implementing GASOS. It was discussed that the proposed ICAO fees could be discouraging while some felt that this may un-block growth in some regions, if the fees would possibly be paid by stakeholders.

It was generally agreed that EASA has an important role to play at ICAO.

*[Post-meeting note: EC discussed with EASA the establishment of a permanent ECAC/EU Safety/ATM Group on 16/11. The proposal will be shared with ECAC Director's General in their December meeting.]*

#### **Actions:**

**16-3-2018:** Discuss the ICAO strategy as regards priorities and the best means to influence ICAO at the next MAB SG meeting

**17-3-2018:** EASA to provide a list of all ICAO WGs and MS participation for the next MAB SG meeting



## 15. AOB

*Massimo Mazzeletti, Head of Strategy & Programmes Department; Stephanie Rostren, Head of Legal Department & Chief Legal Adviser; Declan Fitzpatrick, MAB member from Ireland; Franz GRASER, MAB member from Austria*

- **Contingency Plan for Hard BREXIT**

EASA confirmed that it is working with EC on the hard Brexit scenario to clarify the situation for organisations/products who cannot apply yet to EASA. For those organisations that can already apply, EASA is limiting its process to an administrative review. EASA confirmed that Form 1 have to be re-validated in case of a hard Brexit.

- **Application of NBR 2018/1139 to SAR**

In addition to the questions raised by IE, ES enquired how exemptions under an opt-in are to be considered.

**Action 18-3-2018:** EASA to answer all questions from MS in relation to the opt-in of Search and Rescue Services in writing.

- **Flight Crew Licensing & Training Partnership Group**

Austria presented the background of this group and raised the question how it should continue to work in cooperation with the Advisory Bodies. Several MS asked EASA to participate to this group. Some MS were in favour to continue this group outside of the Advisory Body structure while one MS considered the aircrew domain mature enough to discuss implementation issues in the TeB and common meetings with the TeC. EASA stated that in line with the MAB decision taken for other groups, this group should be associated to the Aircrew TeB and regularly share its agendas, minutes and outcomes with the TeB. The TeB should provide ToR to this group. EASA mentioned also its resource constraints and explained that it would consequently concentrate on the Advisory Bodies.

- **Status of negotiations with China**

EASA briefly informed that negotiations on the BASA and TIP are on-going and planned to be signed at the same time.

- **Proposed dates for MAB 2019**

MAB SG 1: 19-20 February

MAB 1: 13-14 March

MAB SG 2: 25-26 April

MAB SG 3 combined with MAB 2: 5-7 June

MAB SG 4 combined with MAB 3: 15-17 October

### Annex 1 List of actions from MAB meeting 3-2018 and previous (if needed): as at 1/12/2018

Item	Action (What)	Responsible (Who)	Deadline (When)	Status (Optional)
2-1-2018	Consider better linking the reporting under the NIS Directive with the on-going RMT on	Agency		Open





	alignment with Regulation 376			
<b>4-1-2018</b>	Organise a dedicated meeting with MAB SG and inviting European CAEP members to set-up sustainable coordination mechanism	Agency		Open
<b>1-2-2018</b>	EASA to send e-mail to MS with explanation regarding a model for interaction between national and EU research programmes and request to nominate research FP	Agency / Member States		In progress, Request to nominate research FP sent with draft meeting minutes from the MAB 2 2018 meeting
<b>2-2-2018</b>	EASA to consider identifying methods of making military safety equipment and in-service experience available to the civilian market	Agency	31 January 2019	Open
<b>3-2-2018</b>	EASA to investigate if it could revive the research on de-/anti-icing which was previously supported by AEAI	Agency	31 January 2019	
<b>6-2-2018</b>	EASA to propose rulemaking process concept paper for future MAB discussion	Agency	31 March 2019	Open
<b>8-2-2018</b>	EASA to consider the best approach for discussing with the MAB the final draft fees and charges regulation proposal	Agency	30 September 2018	Open
<b>10-2-2018</b>	MS to liaise with their respective national competent authority for the implementation of the NIS Directive	Member States	31 December 2018	Open
<b>1-3-2018</b>	MAB members to identify top 3 common SAB/MAB issues	Member States	15 January 2019	Open
<b>2-3-2018</b>	EASA to plan for a discussion at the next MAB SG meeting, to	Agency	19/20 February 2019	Open



	make a proposal on the SAB/MAB common priorities and the work required and to discuss the best interaction between MS and stakeholder groups.			
<b>3-3-2018</b>	EASA to update the working paper on Article 64 and to share it with MS for further review and input	Agency	31 January 2019	Open
<b>4-3-2018</b>	MS to take note of the NBR table of changes with impact on MS	Member States	31 January 2019	Open
<b>5-3-2018</b>	MS to take note of the changes to the flexibility and safeguard provisions and process and to notify EASA of derogations being used but not notified previously	Member States	4 January 2019	Open
<b>6-3-2018</b>	Identify NBR topics which require dedicated discussion in a separate meeting/WS.	Member States	31 January 2019	Open
<b>7-3-2018</b>	MS to send last comments on EPAS	Member States	19 November 2018	Closed
<b>8-3-2018</b>	MS to comment on the fast-track ICAO alignment mechanism.	Member States	15 January 2019	Open
<b>9-3-2018:</b>	EASA to plan for a more detailed discussion on a streamlined rulemaking process in the next MAB SG Linked with action 6-2-2018	Agency	19/20 February 2019	Open
<b>10-3-2018</b>	EC to check if the list of MS representatives in the Research Programme Committee can be shared with the MAB	EC	15 January 2019	Open
<b>11-3-2018:</b>	EC/EASA/MAB to find a mechanism how information can be shared more systematically and	Agency	31 January 2019 for the document; to be followed by further discussions in the MAB	Open



	regularly. EASA to prepare a 2 page document describing the research institutional framework in the EU and how MS participate and what role of the MAB will be			
<b>12-3-2018</b>	ECHA to provide list of MS competent authorities and representatives	Agency	15 January 2019	Open
<b>13-3-2018</b>	EASA to provide EASA point of contact for REACH to MS	Agency	15 January 2019	Open
<b>14-3-2018:</b>	EASA to ensure that Dangerous Goods experts are aware of possible implications from REACH	Agency	15 January 2019	Open
<b>15-3-2018:</b>	ECHA to investigate possible limitations on led in aviation fuels	Agency	31 January 2019	Open
<b>16-3-2018</b>	Discuss the ICAO strategy as regards priorities and the best means to influence ICAO at the next MAB SG meeting	Agency	19/20 February 2019	Open
<b>17-3-2018</b>	EASA to provide a list of all ICAO WGs and MS participation for the next MAB SG meeting	Agency	19/20 February 2019	Open
<b>18-3-2018</b>	EASA to answer all questions from MS in relation to the opt-in of Search and Rescue Services in writing.	Agency	15 January 2019	Open

## Annex 2 List of Participants



Attendees (NAAs)	Franz	Graser	Austrocontrol	Austria
	Kris	Clarysse	Civil Aviation Authority	Belgium
	Eleonora	Dobrev	Civil Aviation Administration	Bulgaria
	Ana	Kapetanovic	Civil Aviation Agency	Croatia
	Christian	Thorhague	Transport and Construction Agency	Denmark
	Alfonso	Arroyo Fernandez	DG MOVE	European Commission
	Pablo	Perez-Illana	DG R&I	European Commission
	Mari	Reinfeldt	Civil Aviation Administration	Estonia
	Susanna	Metsälampi	Transport Safety Agency	Finland
	Georges	Thirion	Direction Générale de l'Aviation Civile	France
	Philippe	Auradé	Direction Générale de l'Aviation Civile	France
	Dirk	Sajonz	Luftfahrt Bundesamt	Germany
	Erika	Varga	Ministry of Innovation and Technology	Hungary
	Máté	Lőwinger	Ministry of National Development	Hungary
	Halla	Sigurdardottir	Transport Authority	Iceland
	Fritzpatrick	Declan	Aviation Authority	Ireland
	Marco	Silanos	ENAC	Italy
	Dace	Revisore	Civil Aviation Agency	Latvia



	Anna	Cudare	Civil Aviation Agency	Latvia
	Laurent	Kremer	Civil Aviation Administration	Luxemburg
	Carl	Tabone	Civil Aviation Directorate	Malta
	Bob	Rieder	Ministry of Infrastructure and Environment	Netherlands
	Nina Beate	Vindvik	Civil Aviation Authority	Norway
	Marcin	Szczygiel	Civil Aviation Authority	Poland
	Carlos	Seruca Salgado	Civil Aviation Authority	Portugal
	Pedro	Pisco Santos	Civil Aviation Authority	Portugal
	Mihai Adrian	Soltuz	Civil Aviation Authority	Romania
	Martin	Němeček	Transport Authority	Slovak Republic
	Melita	Pristov	Ministry of Infrastructure	Slovenia
	Ana	Hožič	Civil Aviation Agency	Slovenia
	José	Ramirez-Ciriza	AESA	Spain
	Magnus	Molitor	Transport Agency	Sweden
	Francine	Zimmermann	Federal Office of Civil Aviation	Switzerland
	Troy	Preston	Civil Aviation Authority	United Kingdom
	Mileta	Nikolic	Civil Aviation Authority	Montenegro
	Giancarlo	Buono	SAB Chair	IATA



	Matti	Vainio	European Chemicals Agency	-
Attendees (EASA)	Luc	Tytgat	Strategy and Safety Management Director	SM.0
	Jesper	Rasmussen	Flight Standards Director	FS
	Massimo	Mazzoletti	Head of Strategy & Programmes Department	SM.2
	Ralf	Erckmann	Head of Maintenance & Production Department	FS.1
	Georges	Rebender	Acting Head of Aircrew & Medical Department	FS.3
	Dominique	Roland	Head of General Aviation & Remotely Piloted Aircraft System	CT.2
	Stephanie	Rostren	Head of Legal Department & Chief Legal Adviser	ED.2
	Dominique	Fouda	Business, Strategy & Stakeholder Management Section Manager	SM.2.2
	Rodrigo	Priego	Head of Safety Programmes Section	SM.2.1
	Giulio	De-Crescenzo	Aerodromes Standards & Implementation Section Manager	FS.4.3
	Daniela	Defossar	Senior Strategy Development Officer	SM.2.2
	Jean-Pierre	Arnaud	Safety Management Expert	FS.2.1
	Eduard	Ciofu	Air Operations Standards Section Manager	FS.2.1



	Alexander	Jacobs	Business Programmes Officer	SM.2.2
	Ana	Fernandez de Castro	Strategy & Resources Policy Officer	ED.0.1
	Emmanuel	Isambert	Senior Research Officer	SM.0.1
	Marcella	Miano	Policy Officer	ED.0.1
	Gerli	Rebane	Legal Adviser	ED.2
	Veronique	Magnier	Principal Advisor to the Strategy & Safety Management Director	SM.0
	Daniel	Coutelier	Senior Better Regulation Officer	SM.2.1
	Gian Andrea	Bandieri	Principal Coordinator - Standardisation	FS
	Anastasiya	Terzieva	Senior Expert - ATM/ANS	FS.4.1
	Krzysztof	Kedzierski	International Cooperation Officer	SM.3.1
	Valerie	Landry-Sivel	Flight Standards Director's Office Section Manager	FS.0.1
	Jolanta	Jaworska	Administrative Assistant	SM.2.2

