

The Advocacy, Engagement, and Collaboration  
of the Global Voice of Pilots



# 2025 ACTIVITY REPORT

The International Federation of Air Line Pilots' Associations

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IFALPA is the global voice of professional pilots, providing representation, services, and support to promote the highest level of aviation safety worldwide.



# PRESIDENT'S MESSAGE



CAPTAIN RON HAY

Dear Colleagues,

2025 has been a year defined by action, influence, and results. Across every region, IFALPA has worked to ensure that pilots' expertise contributed to global aviation policy, reinforced safety, and strengthened professional standards. From the 42nd ICAO Assembly to regional presence and training programs, our Federation demonstrated that pilot voices matter and that safety and labour rights are inseparable pillars of a resilient aviation system.

Our experts collaborated with industry heavy hitters to publish guidance on critically important safety matters. Our Member Associations were supported by IFALPA's guidance and global coordination, enabling proactive advocacy and effective solutions. Training initiatives have become increasingly aligned with the realities of each region, equipping pilots with practical skills to improve operations and representation.

These accomplishments are the result of the dedication, expertise, and collaboration of IFALPA's staff, the Executive Board, Regional Vice Presidents, Committee and Working Group Chairs, industry partners, and our extraordinary volunteers. Their collective

commitment ensures that IFALPA remains the authoritative voice of pilots, advancing safety, professionalism, and labour rights at every level. I thank each of you for your contribution to our shared mission and for keeping the Federation at the forefront of global aviation.

I would also like to express our appreciation to Captain Amornvaj (Ben) Mansumitchai for his dedicated leadership as President and years of service to IFALPA. His commitment helped strengthen the Federation and its influence worldwide. We are grateful that Ben remains an engaged supporter of our work, and we value his continued connection to IFALPA.

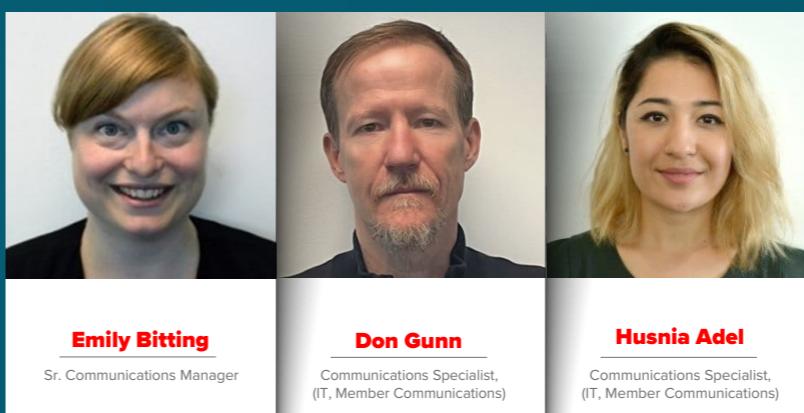
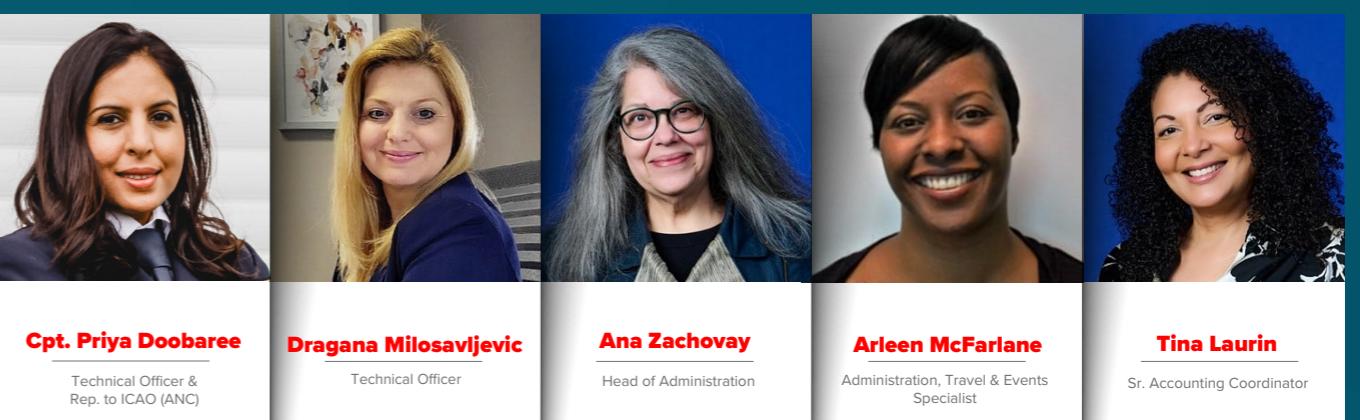
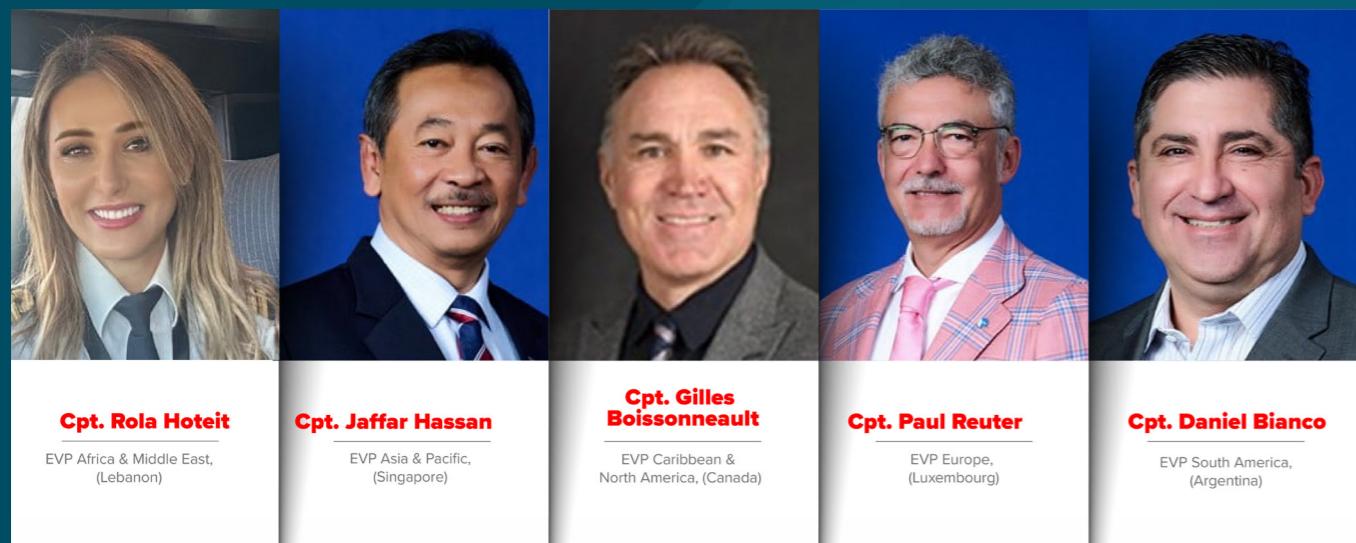
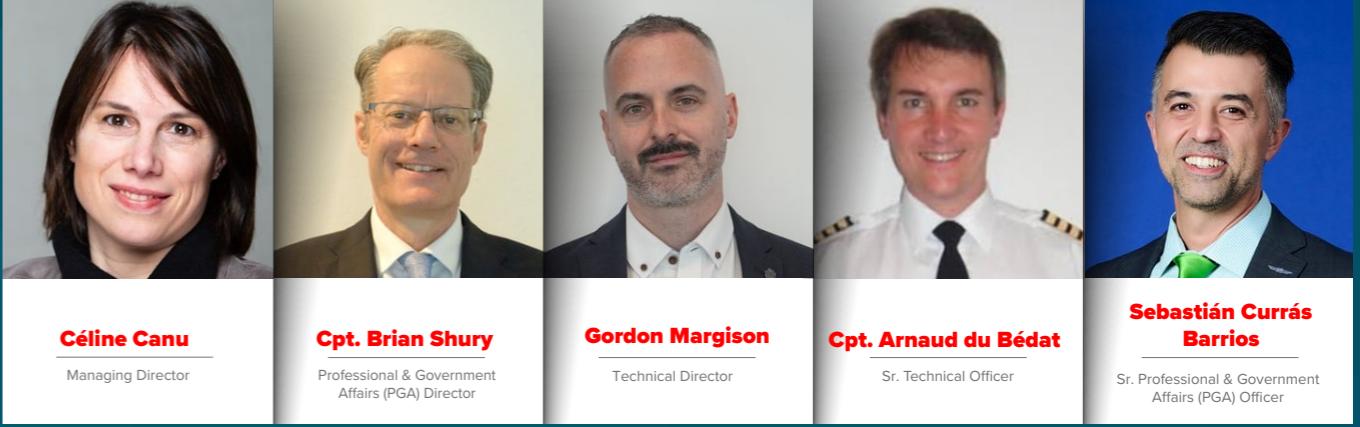
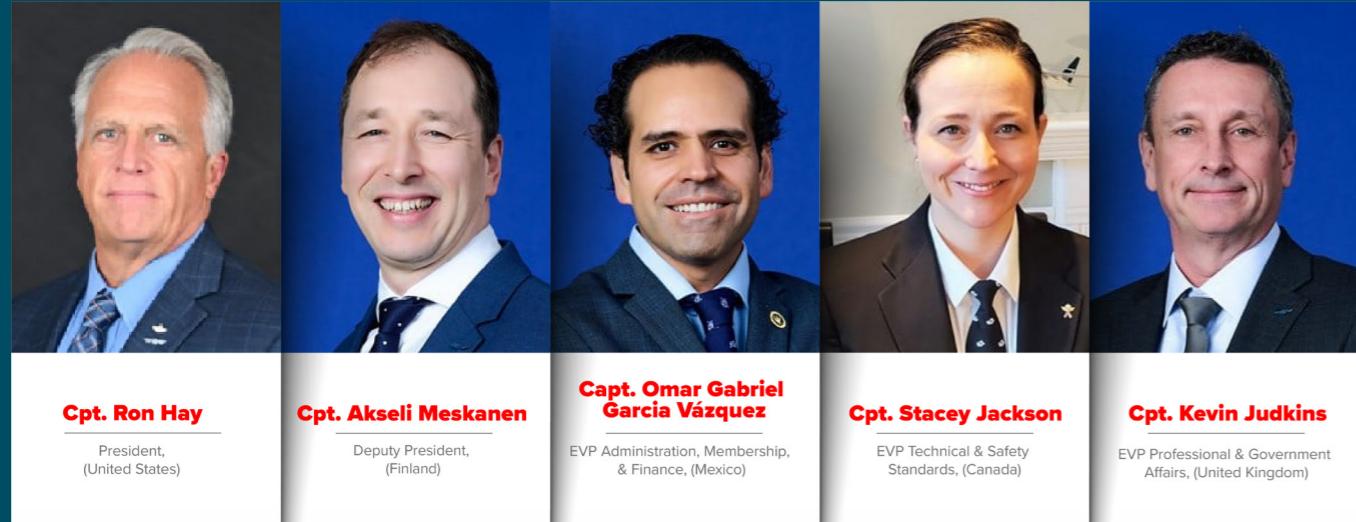
As we move into 2026 and beyond, we carry forward the momentum of this past year with confidence and determination. Together, we will continue to advance safety, professionalism, and pilot representation at every level, ensuring that IFALPA remains the Global Voice of Pilots.

In Unity,

Captain Ron Hay, President



# IFALPA EXECUTIVE BOARD



# IFALPA SECRETARIAT STAFF

# ADMINISTRATIVE & ORGANIZATIONAL STRUCTURE



## Pilots United: Leading the Profession Forward

The 79th Conference in Incheon, Korea brought together pilot leaders from every region to advance collective advocacy on safety, labour rights, and the strength of the profession. Under the theme **Pilot Leadership: Engage. Activate. Advocate.**, delegates examined the responsibilities of pilot unions in a rapidly evolving industry and reinforced the central role of pilot leadership in shaping global standards.

High-level representatives from the Republic of Korea, industry, academia, and labour addressed the Conference, underscoring the relevance of IFALPA's work and

the importance of constructive engagement with regulators and operators. The signing of an MOU with the Aircrew Association International (AAI) and the dedicated session on the Federation's Committee work reflected a broader commitment to structured cooperation and strengthened policy development.

The Conference also affirmed IFALPA's firm position on safety-critical matters, including RCO, SiPO, and EMCO, and the irreplaceable value of two qualified pilots on the flight deck. With the return of Kuwait as a Member Association and the affiliation

between ALPA International and the Allied Pilots Association, the Federation closed the Conference with a reinforced global network and a renewed mandate to advocate for pilots worldwide.

Planning is well underway for IFALPA's 2026 Conference, which will take place in Istanbul, Türkiye, 23–26 April. The Executive Board has chosen Positive Safety Culture as the theme, an issue central to our advocacy and fundamental to the future of a safe, resilient civil aviation industry.

## Governance Review

As part of a goal to become more agile, the IFALPA Executive Board has undertaken a strategic review of all central governance documents to improve clarity, consistency, and usability, while preserving the existing governance structure. This work encompasses the Constitution, Bylaws, and administrative policies. Early findings will be presented at the Conference in April to gather input before any decisions are finalized.

The objective of this review is to ensure that our governance documents are clear, actionable, and supportive of effective Executive Board onboarding. Ultimately, this will provide Member Associations with consistent and transparent guidance, strengthening IFALPA's leadership, operational effectiveness, and advocacy capabilities.

## Strategic Alignment

Aligned with this governance work, IFALPA continues to implement its strategic plan, which focuses on four main pillars: Safety and Security, Advocacy, Representation, and Structure & Governance. Through these pillars, the Federation promotes the highest global safety standards, provides expert guidance to Member Associations, and advocates for professional pilots at the international level. Each pillar is supported by specific objectives that guide activities across the organization, ensuring that efforts are focused, coordinated, and measurable.

The strategic plan emphasizes the importance of engaging, activating, and empowering our network of Member Associations, volunteers, and staff. Through robust collaboration and targeted initiatives, the Federation seeks to enhance influence in international aviation standards, provide training and support where needed, and ensure that the organizational structure remains sustainable and effective.

Together, the governance review and the strategic plan reinforce our commitment to operational excellence and organizational cohesion. By strengthening the clarity and usability of governance documents while actively pursuing strategic objectives, the Executive Board aims to provide Member Associations with consistent guidance, targeted support, and meaningful opportunities to contribute to the Federation's collective goals.

## What's the Plan?

### Based on 4 Goals

01

**Safety & Security**  
Strive for the highest Safety Standards and the Security of all flights

02

**Advocacy**  
IFALPA as the Global Voice of Pilots

03

**Representation**  
Support and grow IFALPA Membership

04

**Structure & Governance**  
Support to all Member Associations, Secretariat, and Volunteers



# POLITICAL AFFAIRS & STRATEGIC PARTNERSHIPS

## IFALPA at ICAO Assembly 42

### DELEGATION & GLOBAL PRESENCE

At the 42nd ICAO Assembly (A42) in Montreal, we convened our strongest delegation to date, bringing together pilot leaders and subject matter experts from across the globe. With more than 3,000 participants representing ICAO Member States and international organizations, the Assembly decides the issues for consideration at ICAO for the next three years and beyond and provides a unique platform to ensure the pilot perspective remains central to international civil aviation policy.

Pilot representatives were strategically embedded both within IFALPA's delegation and alongside national delegations, allowing us to influence discussions at every level. Member Associations played a critical role in amplifying our voice, engaging with their States to ensure pilot-focused priorities were represented throughout the Assembly.

The scale of the event was massive with 192 States, 30+ international organizations, and hundreds of working papers presented for consideration. Only a handful of international organizations participate in the Assembly, making our presence essential to safeguard the interests of pilots worldwide and to maintain our Federation's influence in shaping global aviation policy.



*"This Assembly was, without a doubt, our best yet. We depart proud of what we achieved, grateful for the extraordinary collaboration, and energized for the work ahead." Cpt. Ron Hay, President*



### PREPARATION, ADVOCACY, AND STRATEGY

The success of our Assembly engagement was the result of years of steady preparation and coordination. Across IFALPA Committees, Working Groups, and Member Associations, we aligned priorities, developed robust working papers, and cultivated strategic partnerships to ensure maximum impact.



Coordination with Member Associations



Expert Working Papers & Information Papers



Building Relationships = Securing Support

Preparation included:

- Coordinating globally with our Member Associations to ensure national advocacy aligned with IFALPA priorities.
- Developing expert, evidence-based Working Papers on Fatigue Management, Positive Safety Culture, Social Sustainability and eMCO (submitted as an Information Paper).
- Engaging with ICAO leadership and secretariat, State delegations, and international partners ahead of and during the Assembly to secure support for pilot-focused initiatives.

This methodical, collaborative approach allowed us to navigate the complexity of A42 effectively and to maximize the Federation's influence across multiple technical, economic, and regulatory discussions.

## WORKING PAPERS AND FOCUSED CONTRIBUTIONS

We presented three Working Papers on topics central to IFALPA priorities:

### Fatigue Management

Highlighted the operational risks of fatigue and the need for consistent global oversight. The Assembly acknowledged gaps in implementation and committed to expert reviews to strengthen guidance.

### Positive Safety Culture

Reinforced that leadership, trust, and openness are essential for effective Safety Management Systems. The Assembly recognized the importance of a supportive social and regulatory environment and committed to enhancing guidance and training in this area.

### Social Sustainability

Linked fair working conditions and workforce wellbeing to both safety and economic resilience. The Assembly reaffirmed ICAO's collaboration with the International Labour Organization and recognized the importance of integrating social sustainability into aviation policy.

In addition, we co-sponsored papers on GNSS vulnerabilities, crew facilitation and identification, Competency-Based Training and Assessment (CBTA), conflict zones, accident investigation transparency, and spectrum resilience. These efforts reflect years of coalition-building and demonstrate IFALPA's ability to shape global aviation discussions.

We also contributed to discussions on pilot age limits and gender diversity, advocating for decisions grounded in science and safety, while supporting inclusive policies that empower women in leadership and technical roles.

### EMCO

An Information Paper on eMCO was submitted to highlight IFALPA's ongoing opposition to extended minimum crew operations and any related concepts, including SiPO (single-pilot operations) or RCO (reduced-crew operations). The paper reiterates the Federation's firm belief that any reduction of flight deck crew below two pilots would introduce unacceptable safety risks and increase overall aviation safety risk and therefore should not be considered by ICAO.



*Elected Officers, Staff, and Subject Matter Experts from the Member Associations made up the dynamic, rotating delegation.*

## ENGAGEMENT AND SPECIAL INITIATIVES

Beyond working papers, IFALPA maintained a visible and influential presence through bilateral meetings, ICAO Skytalks, and strategic discussions with Council States and International Organizations.

At the Skytalks, our EVP Technical & Safety Standards, Captain Stacey Jackson, presented the pilot perspective on spectrum management and the operational risks of 5G/6G interference, emphasizing the need for resilient systems and coordinated global protections.

We engaged closely with the newly elected ICAO Council, congratulating incoming States and highlighting the importance of broad geographic representation for equitable decision-making. These interactions reinforced the Federation's credibility and ensured that pilot priorities remain integrated into ICAO's ongoing work.

## NEXT STEPS

While the Assembly sets the agenda for ICAO's work programme, it does not create binding standards. Our focus now shifts to follow-through:

- Continuing engagement with the ICAO Council and the Air Navigation Commission to ensure pilot perspectives guide prioritization.
- Contributing through Committees, Working Groups, and Panels to support implementation of important Assembly outcomes.
- Assisting Member Associations in national advocacy to reinforce pilot-focused policies.
- Initiating preparations for Assembly 43, building on the lessons, coalitions, and momentum from A42.

Through these ongoing efforts, IFALPA ensures that pilots remain central to global aviation policy, reinforcing safety, sustainability, and professional standards across the industry.

## Training and Professional Development



Training continued to play an essential role in advancing the work outlined in this report. As IFALPA strengthens our representation, safety initiatives, and global coordination, the quality of our practical, high-value professional development has grown in parallel.

A defining element of this year's training activity was the collaboration between pilot representatives, operators, and regulators. Member Associations worked extensively to bring these stakeholders to the table, laying the groundwork for strong relationships and meaningful change.

This ensured that discussions reflected real regulatory environments, operational challenges, and national contexts, and that training outcomes translated directly into stronger representation and safer operations. These efforts fostered lasting connections between Member Associations and decision makers, creating a solid foundation for successful implementation.

To sustain this momentum and broaden our reach, IFALPA has begun the recruitment process for a dedicated Training and Regional Implementation Officer. This role will oversee programme development, strengthen relationships with Member Associations, and expand our regional presence. The process launched in 2025, with an announcement to follow in 2026.

Courses delivered throughout 2025

- 11-12 February – Fatigue Management Course, Frankfurt, Germany
- 8-9 May – Runway Safety Team Course, Frankfurt, Germany
- 13-14 May – Fatigue Management, Brisbane, Australia
- 24-26 June – Negotiations Seminar, Amsterdam
- 23-24 October – Positive Safety Culture Course, Colombo, Sri Lanka
- 2-3 December – Fatigue Management Course, Luxembourg

## A Step Forward: Establishing the Women Pilots' Committee

Since 2019, IFALPA has advanced gender parity in aviation through the Female Pilots Working Group, taking concrete steps to enhance safety, professionalism, and representation within the piloting profession. After years of sustained work, including regional forums, international engagement, publications, and coalition-building, the Executive Board has formally established the Women Pilots Committee as a permanent standing committee. Oversight of this committee remains with Captain Stacey Jackson, Executive Vice-President, Technical and Safety Standards (EVP TSS).

This milestone aligns IFALPA with ICAO's Gender Equality Programme (A39-30) and the United Nations Sustainable Development Goals (SDG 5), reflecting our commitment to fostering inclusion, balance, and safety across global aviation.



*"The establishment of the Women Pilots' Committee represents an important milestone in our ongoing work to support all pilots, worldwide. By helping ensure that all pilots in our profession are represented and respected, we are building a stronger Federation and contributing to a safer, more sustainable aviation industry for everyone."*

Cpt. Ron Hay, President

# TECHNICAL AFFAIRS SAFETY & SECURITY

## Building a Positive Safety Culture

Positive Safety Culture is at the core of IFALPA's work, and it remains a cornerstone of operational safety. For pilots, it is one of the most critical issues shaping our profession today. Pilots know that aviation safety depends on a simple but essential principle: trust. Trust that when they raise a concern, it will be heard. Trust that if they make an honest mistake, the focus will be on learning, not punishment. Trust that reporting a hazard or abnormal situation will contribute to strengthening the overall system, not put their career at risk.

When that trust is weakened, and pilots begin to hesitate before speaking up, essential safety information is lost, early signs of emerging risks can be missed, and risks may go unmitigated. That silence provides a path for vulnerabilities to emerge and grow. Positive Safety Culture provides the framework for pilots to do their job safely and allows the entire aviation system to evolve and improve.

Over the years, IFALPA has consistently advocated for an environment where pilots, operators, and regulators can work together openly and constructively. A strong Positive Safety Culture benefits everyone. For pilots, it ensures that they can speak up without fear and fully contribute to improving operations. For operators, it leads to a more resilient organization, one that learns from daily experience rather than reacting only after something goes wrong. For regulators, it provides the essential flow of information needed to identify systemic issues and fulfill their safety oversight responsibilities. And for passengers, it means a safer journey built on transparency and professionalism at every level.

However, many States and organizations still struggle with what PSC truly means and how to implement it. in practice. In some cases, disciplinary or punitive approaches continue to discourage reporting, creating gaps in the safety picture. These inconsistencies undermine global safety efforts and put unnecessary pressure on frontline aviation workers.

To address this, IFALPA submitted a working paper to the 42nd ICAO Assembly calling for ICAO to develop dedicated guidance on Positive Safety Culture. The paper received strong support from States and industry partners, reflecting a shared recognition that PSC must be consistently understood, properly implemented, and championed by leadership at every level. In our submission, we urged ICAO to harmonize definitions, provide practical, operationally relevant guidance, and promote regulatory and social environments where non-punitive reporting is the norm rather than the exception.

Looking ahead, IFALPA is taking the next step in elevating Positive Safety Culture worldwide. After a year of preparations in 2025, PSC will be the central theme of our 2026 Conference. We will also launch a global campaign to strengthen awareness, share best practices, and equip our Member Associations with the tools they need to promote Positive Safety Culture in their own regions.

IFALPA reaffirms our long-term commitment to the safety and well-being of everyone who depends on aviation. We believe that when people feel safe to speak up and report possible safety concerns, the whole system becomes stronger and safer. Through our work at ICAO, our upcoming campaign, and our engagement with pilots worldwide, we will continue driving a culture of openness, learning, and trust across the industry. This is how aviation moves forward, and how we ensure that every flight is safer than the last.



## Call for Global Action on Spectrum Protection and Resilience

In 2025, IFALPA continued to play a significant role in advancing global efforts to safeguard aviation's critical spectrum. The Federation worked in close partnership with IATA and in coordination with CANSO, IBAC, and other industry stakeholders to present a unified position on the growing risks associated with emerging telecommunications technologies.

IFALPA co-signed the ICAO Assembly Working Paper on Spectrum Resilience, which received considerable visibility during Assembly 42. In addition, IFALPA joined IATA in delivering a high-profile SkyTalks session, presented by IFALPA's Executive Vice-President Technical & Safety Standards, Capt. Stacey Jackson.

Together, these activities highlighted the operational safety consequences of radio-frequency interference impacting radio altimeters and other CNS systems. Throughout the year, IFALPA urged States and regulators to extend and reinforce existing 5G mitigation measures, pursue harmonized international solutions, involve aviation experts early in deliberations on frequency spectrum allocation, and accelerate the development and certification of technologies resilient to interference from 5G or 6G bands. Through this coordinated advocacy, IFALPA ensured that the pilot perspective and aviation safety remained central to future spectrum-related policy and decision-making.





## Strengthening GNSS Safety and Resilience

In 2025, IFALPA continued to play a prominent role in raising awareness of the risks posed by interference and spoofing of Global Navigation Satellite Systems (GNSS), which underpin modern air navigation. The Federation worked alongside IATA, IFATCA, CANSO, and ICCAIA to highlight the operational and safety challenges posed by GNSS Radio Frequency Interference (RFI) at the international level. IFALPA volunteer and former EVP Technical & Safety Standards, Captain Uwe Harter, presented firsthand insights at an ICAO Council Informal Briefing, demonstrating the impact of GNSS spoofing on cockpit systems and flight operations.

These efforts underscored the cascading effects of GNSS disruptions on navigation, communication, and safety systems, including Terrain Awareness and Warning Systems (TAWS), ACAS/TCAS, SATCOM, and RNAV-based procedures. Pilots face rerouting, degraded navigation accuracy, and additional operational burdens when systems are compromised. IFALPA emphasized the need for clear procedures, robust system designs with independent backups, and improved pilot reporting protocols to mitigate these risks.

Through this coordinated advocacy, IFALPA reinforced the importance of pilot engagement in GNSS resilience discussions and ensured that aviation safety remains central to regulatory and operational decision-making. The Federation continues to advance international collaboration to develop technical solutions that enhance system reliability and protect the integrity of critical navigation infrastructure worldwide.

## 2025 Joint Publications

In 2025, IFALPA continued to build strong collaborative relationships through publications. At ICAO Assembly 42, IFALPA presented our authored papers on Positive Safety Culture, Fatigue Management, and Social Sustainability, and collaborated with member states and other international organizations, co-signing and supporting multiple Assembly papers, as they co-signed ours. This engagement reinforced IFALPA's commitment to sharing expertise and supporting global dialogue on aviation safety and operational standards.

Beyond Assembly, the Federation's joint publications strengthened our strategic partnerships with global civil aviation stakeholders, including the Flight Safety Foundation (FSF), the International Federation of Air Traffic Controllers' Associations (IFATCA), Airports Council International (ACI), the European Cockpit Association (ECA), the International Air Transport Association (IATA), and the International Coordinating Council of Aerospace Industries Associations (ICCAIA). These collaborations reflect a shared mission to enhance safety, operational excellence, and pilot representation worldwide, demonstrating mutual trust and alignment across the aviation community.

### JOINT PUBLICATIONS

- Disruption of GNSS Signals (ECA, FSF, IFALPA, IFATCA)
- Final Reports (ACI, ECA, FSF, IATA, ICCAIA, IFALPA, IFATCA)
- AI in Civil Aviation (ECA, IFALPA)
- Remote Towers (ECA, IFALPA)
- Turbulence Injury Mitigation (FSF, IFALPA)

While the publications listed above reflect IFALPA's collaborative work with international civil aviation stakeholders, the following IFALPA-authored publications represent the collective effort of hundreds of dedicated expert committee members from across our Member Associations. They demonstrate the depth, expertise, and global perspective of our volunteers, showcasing the work of IFALPA's community in advancing aviation safety, operational excellence, and professional pilot standards worldwide.

To browse all IFALPA papers, please visit [www.ifalpa.org](http://www.ifalpa.org)

## 2025 IFALPA Publications

### POSITION PAPERS

- Energy Content of Lithium Batteries in Air Cargo
- Fire Risk from Lithium Batteries in Airport Vehicles
- Lithium Battery Fire/Smoke Risk in the Flight Deck
- Yellow Runway Edge Lights
- Sustainable Aviation Fuels (SAF)
- Use of Social Media by Pilots
- Survivability & Evacuation Aspects in Final Reports
- Introduction of Emerging Technology Aircraft in Civil Airspace
- Pilot Assistance Programs
- Inflight Incapacitation Training for Flight Crews
- Smoking and Aircrew
- Mental Health Requirements for Active Pilots
- Phraseology Related to the Transfer of Control and Communication
- EMAS Training
- Alternate Aerodrome Requirements
- Aircraft as Friction Measuring Device
- Immediate Landing Procedure
- Runway Overrun Awareness and Alerting Systems
- Maintenance Action by Pilots
- Non-Routine Operations
- Crew Awareness of authority over systems affecting flight path and energy
- Runway Starter Extensions
- Oxygen Masks for flight crews
- Tailwind Operations
- Head-Up Display and Vision Systems
- Lithium Battery Fire Awareness
- Transport of Dangerous Goods by Air
- Anti-Collision Equipment for Ground Operations

### BRIEFING LEAFLETS

- Runway Misalignment during Approach
- Template Agreement on Pilot Self-Assessment Systems
- Mental Health
- Cannabinoids
- Ethical Principles in Scientific Research
- Supporting a Pilot's Return to Work
- Supporting a Pilots' Post-Maternity Return to Work
- NOTAM Reporting Guidance
- Fatigue Reporting Guidance
- Go-Around, Missed Approach, & Balked Landings
- Effects of Manipulated GNSS Signals on Aircraft and Mitigation Measures

### SAFETY BULLETINS

- Operations at Nice Airport
- Crew Layovers in Venezuela
- Winter Conditions at Finland Airports

# PROFESSIONAL & GOVERNMENT AFFAIRS



## Advancing Social Sustainability: Labour, Safety, and Global Collaboration

In 2025, IFALPA's Professional and Government Affairs team continued to advance the voice of pilots within the global civil aviation system, and will continue this work, building on the momentum of ICAO Assembly 42. Our Observer status at the ICAO Council and longstanding participation in the Air Navigation Commission, Panels, Working Groups, and Task Forces allowed us to influence important discussions on social sustainability in aviation.

Through relationship building and close collaboration with the International Transport Workers' Federation (ITF) and the International Labour Organization (ILO), we continue to work to underscore the critical principle that there is no safety without labour rights, and no labour rights without safety. Socially sustainable practices must prioritize both the well-being of aviation personnel and the operational integrity of the global aviation system.

Our efforts this year focused on strengthening labour's representation in ICAO's strategic discussions, emphasizing the intersection between social sustainability, workforce protections, and safety. This included proactive engagement on topics such as Positive Safety Culture, decent work conditions, pilot retention, and the attraction of future talent. IFALPA actively contributed to collaborative initiatives, highlighting that sustainable growth and high safety standards are inseparable from fair and secure working conditions.

Building on these efforts, the PGA team has spent significant time laying the groundwork and preparing for ICAO's 7th Air Transport Conference (ATConf/7). We are leading the development and submission of multiple working papers covering Social Sustainability, Pilot Retention and Attraction, and Growth and Liberalization in the aviation industry. These papers will reflect the outcomes of consultation with IFALPA Member Associations, as well as strategic collaboration with aviation community stakeholders, ensuring that labour perspectives are embedded in ICAO decision-making processes.

Throughout 2025, IFALPA also engaged in numerous joint initiatives with States, operators, and international aviation organizations. This included co-presenting and co-signing papers at ICAO Assembly 42, strengthening global cooperation on social sustainability, pilot competency standards, and other workforce-related issues. Our approach underscores the importance of collaborative problem-solving: the challenges of social sustainability, atypical employment models, and workforce stability cannot be addressed in isolation, and effective solutions require strong, respectful partnerships between labour, regulators, and industry. By ensuring that labour rights and safety are considered together, IFALPA is helping to build a more resilient, safe, and socially sustainable aviation sector.

IFALPA's PGA efforts in 2025 demonstrate a continued commitment to fostering a socially sustainable and resilient global aviation sector. By embedding labour perspectives into ICAO's strategic agenda and strengthening relationships with international stakeholders, we are helping to ensure that the growth and development of global air transport is inclusive, safe, and sustainable for both current and future generations of aviation professionals.

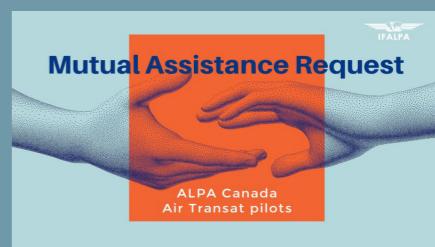
## Member Support and Advisory Services

Throughout 2025, IFALPA's Professional and Government Affairs team has maintained constant engagement with Member Associations, providing guidance and support across a wide range of labour, regulatory, and safety issues. This ongoing work ensures that associations have timely access to expertise and are equipped to advocate effectively for their pilots.

### MUTUAL ASSISTANCE REQUESTS

Requests for Mutual Assistance allow Member Associations to obtain coordinated support from IFALPA and other associations not limited to, but for example, when involved in collective bargaining, industrial action, or advocacy issues with governments. It is critical that associations contact IFALPA as early as possible, well before a situation reaches a crisis point, to allow the Federation to prepare and mobilize resources effectively.

In 2025, IFALPA coordinated assistance for SPL Chile, ASPA de Mexico, ALPA Canada (Air Transat Pilots), Irish ALPA (ASL Pilots), and SNPL (ASL Pilots), demonstrating the impact of early and structured intervention.



### MEMBER ASSOCIATION CONSULTS

Member Association Consults provide proactive, tailored guidance to address challenges unique to each region. The PGA team takes the lead to coordinate and ensure continuous engagement and provide SME advice to ensure that associations can resolve issues before they escalate, whether related to regulatory compliance, safety advocacy, or negotiation strategy. Early and frequent communication remains essential, as it strengthens the position of each association and enables timely, well-informed support.

## Growing Collaboration with Western University

The Federation intends to continue to strengthen our long-term collaborative relationship with Western University following the View from the Flight Deck global pilot survey. This partnership, developed together with Western University and the University of Bristol, marked an important step in ensuring that pilots' real-world experiences are captured, analyzed, and understood through rigorous academic research. A Data Transfer Agreement ensured secure, ethical use of the data, further establishing IFALPA as a trusted partner in high-quality aviation research.

The collaborative work undertaken has now resulted in a 2005 academic book, *Airline Pilots in the Age of AI*, by Professor Geraint Harvey, which will be formally presented at the IFALPA Conference in Istanbul in 2026. This publication represents a significant achievement: it a major academic output grounded directly in the voices of airline pilots, offering evidence-based insights on work evolution, post-pandemic pressures, and the impact of new technologies such as artificial intelligence. IFALPA's continued engagement with Western University reflects a long-term strategy to expand academic recognition of pilots' perspectives and to ensure the voice of both labour and safety are heard and embedded in future aviation research.

# EUROPE (EUR)

Europe's aviation environment in 2025 presented both challenges and opportunities for pilots. Traffic continues to rise steadily but is combined with industry-wide staff shortages, capacity constraints, and sporadic industrial action, which has created a complex operational landscape.

ECA has been engaging EASA to ensure the safety and wellbeing of pilots remain a top priority. Ongoing initiatives include raising awareness of fatigue management, promoting the "Defensive Flying Checklist," and supporting pilots' participation in critical studies on mental health and social challenges. This has helped shape regulatory attention and pilot-centered solutions, reflecting a strengthened partnership with European aviation authorities.

Throughout 2025, European pilots also benefited from targeted training and capacity-building initiatives. ECA held multiple Pilot Expert Training courses, equipping over 150 participants with lobbying and advocacy skills. ECA welcomed new Member Associations, including Smartwings Pilot Union from the Czech Republic, and maintained active engagement through conferences, workshops, and leadership meetings across the Region.

*"Our focus remains on ensuring that pilot voices are heard at every level. From operational safety to wellbeing and regulatory engagement, Europe's pilots are central to shaping a safer, more resilient aviation system."*

Cpt. Paul Reuter, EVP Europe



Austria	ACA	Austrian Cockpit Association
Belgium	BeCA	Belgian Cockpit Association
Bulgaria	BUL-ALPA	Bulgarian Airline Pilots Association
Croatia	CRO-ALPA	Hrvatski Sindikat Prometnih Pilota
Cyprus	PALPU	Pancyprian Airline Pilots Union
Denmark	DALPA	Danish Air Line Pilots Association
Finland	FPA	Finnish Pilots Association
France	SNPL	Syndicat National des Pilotes de Ligne
Germany	VC	Vereinigung Cockpit
Iceland	FIA	Félag íslenskra atvinnuflugmanna
Ireland	IALPA	Irish Air Line Pilots Association
Italy	ANPAC	Associazione Nazionale Professionale Aviazione Civile
Luxembourg	ALPL	Association Luxembourgeoise des Pilotes de Ligne
Malta	ALPA-M	Airline Pilots Association-Malta
Netherlands	VNV	Dutch Air Line Pilots Association
Norway	NF	Cockpit Association of Norway
Portugal	APPLA	Associação dos Pilotos Portugueses de Linha Aérea
Serbia	SCA	Serbian Cockpit Association
Slovenia	ALPA-SL	Air Line Pilots' Association of Slovenia
Spain	SEPLA	Sindicato Español de los Pilotos de Líneas Aéreas
Sweden	SPF	Svensk Pilot Förening
Switzerland	SwissALPA	AEROPERS – Airline Pilots Association
Türkiye	TALPA	Turkish Airline Pilots Association
Ukraine	UALPA	Ukrainian Air Line Pilots Association
United Kingdom	BALPA	British Airline Pilots Association

# SOUTH AMERICA (SAM)

South America's aviation environment in 2025 remained complicated, with ongoing challenges including union-busting tactics, Flags of Convenience, and widespread ACMI (Aircraft Crew Maintenance and Insurance - wet-leasing) operations. While safety frameworks exist on paper, the effective implementation of a positive safety culture is still limited, highlighting the urgent need for stronger protections, pilot empowerment, and consistent oversight across the region.

IFALPA continues to advocate for fair labor practices, transparent regulatory enforcement, and operational standards that prioritize safety. Regional concerns include the proper application of safety reporting systems, mental health support, turbulence and airspace risk management, and addressing the operational and labor impacts of multinational airline structures. Mutual assistance and cross-border solidarity have been and continue to be vital tools in confronting these challenges and advancing the professional interests of pilots.



*"Our pilots in South America face demanding operational and labor pressures, but by uniting across borders, we can defend safety, uphold professional standards, and build lasting solidarity across the region."*

Cpt. Daniel Bianco, EVP SAM

Argentina	APLA	Asociación de Pilotos de Líneas Aéreas
Brazil	SNA	Sindicato Nacional dos Aeronautas
Chile	ASPCH	Asociación de Pilotos de Chile
Colombia	ACDAC	Asociación Colombiana de Aviadores Civiles
Ecuador	ASOPLANE	Asociación de Pilotos de LAN Ecuador
Panama	UNPAC	Unión Panameña de Aviadores Comerciales
Paraguay	SAT	Sindicato de Aeronaveganes de TAM (SAT)
Peru	SIPLAP	Sindicato de Pilotos de Lan Peru
Uruguay	ACIPLA	Asociación Civil de Pilotos de Línea Aérea

# ASIA PACIFIC (APAC)

In 2025, IFALPA strengthened engagement across the Asia-Pacific Region, supporting Member Associations as they navigated rapid traffic growth, uneven airline performance, and evolving operational pressures. Cooperation with pilots, regulators, and aviation authorities continued to advance Positive Safety Culture and reinforce the essential role of pilots in safety teams and regulatory decision-making. New MoUs on accredited pilot involvement in accident investigation were signed in Mongolia and Korea which demonstrated the value of structured collaboration between pilot unions and civil aviation authorities, offering a model for other States in the region.

The Asia-Pacific Regional Meeting, hosted by ALPA-Mongolia in Ulaanbaatar, underscored the importance of coordinated action on regulatory alignment, operational risk management, and pilot welfare. Member Associations shared priorities ranging from contract negotiations and pilot-support schemes to concerns over wet leasing, crew welfare, and recruitment challenges. Despite the region's scale and diversity, the meeting reaffirmed the strong unity developing among APAC pilot groups.

Complementing this work, technical initiatives, including Committee meetings-HUPER in Kuala Lumpur, ATS in Bangkok, and Security in Singapore, as well as Positive Safety Culture workshops in Sri Lanka and Thailand, strengthened capacity on human performance, fatigue management, medical standards, and reporting practices. IFALPA's advocacy at regional ICAO meetings also secured support for the Federation's Positive Safety Culture paper and contributed to progress on harmonized, pilot-centred airspace management. Together, these efforts continue to amplify the voice of pilots within the world's fastest-growing aviation market.



*"Across APAC, our pilots operate in diverse environments, but through their shared expertise and commitment to professional standards, they are strengthening safety and advancing excellence across the region."*

Cpt. Jaffar Hassan, EVP APAC

Australia	AUSALPA	Australian Airline Pilots' Association
Bangladesh	BAPA	Bangladesh Airline Pilots' Association
China	ChALPA	China Airline Pilots' Association
Fiji	FALPA	Fiji Air Line Pilots Association
Hong Kong	HKALPA	Hong Kong ALPA
India	ALPA-India	Airline Pilots' Association - India
Indonesia	IPI	Ikatan Pilot Indonesia
Japan	ALPA-Japan	Airline Pilots' Association of Japan
Korea	ALPA-K	Air Line Pilots Association of Korea
Malaysia	MAPA	Malaysia Airlines Pilots' Association
Mongolia	ALPA-Mongolia	Mongolian Airline Pilots Association
New Zealand	NZ-ALPA	New Zealand Air Line Pilots' Association
Pakistan	PALPA	Pakistan Air Line Pilots Association
Singapore	ALPA-S	Air Line Pilots Association – Singapore
Sri Lanka	ALPGSL	Air Line Pilots' Guild of Sri Lanka
Thailand	THAIPA	Thai Pilots' Association

# CARIBBEAN & NORTH AMERICA (CAR/NAM)

This year IFALPA's work in the Caribbean and North America centred on safeguarding pilot rights, strengthening regulatory engagement, and supporting Member Associations as they navigated significant labour, safety, and governance challenges. The region played an essential role in preparations for Assembly 42, providing expertise, Working Paper development, and on-site representation in Montreal. This collective effort helped secure constructive outcomes on issues including the age-67 debate, demonstrating the influence and solidarity of CAR/NAM pilot groups within global forums.

Across the region, Member Associations advanced critical advocacy initiatives. ALPA Canada continued its engagement with the federal government on Canada Labour Code Section 107, addressing concerns about binding arbitration and the protection of free and fair collective bargaining. In the United States, ALPA addressed a demanding regulatory landscape, including age-related policy discussions, FAA modernization, and systemic pressures affecting air traffic controller staffing and retention. In Mexico, ASPA faced significant regulatory instability following unilateral changes to wet-leasing rules, prompting IFALPA to activate Mutual Assistance to support pilots in defending established labour and safety protections.

In the Caribbean, structural challenges persisted, including issues related to Flight Time/Duty Time (FTDT) compliance, Positive Safety Culture, and labour relations at regional carriers. Early steps toward establishing a Member Association in the Dominican Republic mark a promising path toward more coordinated engagement, while existing MAs in Jamaica and Trinidad and Tobago continue efforts to resolve longstanding issues with management. Collaboration between the CAR/NAM and SAM Regions also strengthened IFALPA's presence at ICAO RASG-PA meetings, ensuring consistent representation across the Pan American framework.



*"In CAR/NAM, our strength lies in principled advocacy and collective resolve. Whether defending bargaining rights or reinforcing safety standards, our Member Associations continue to demonstrate that coordinated action delivers meaningful progress for the profession."*

Cpt. , Gilles Boissonneault, EVP CAR/NAM



Bahamas  
Canada  
Cayman Islands  
Jamaica  
Mexico  
Trinidad & Tobago  
USA

Bahamas ALPA  
ALPA-C  
CAPA  
JALPA  
ASPA  
TTALPA  
ALPA-I

Bahamas Airline Pilots Association  
Air Line Pilots Association – Canada  
Cayman Airline Pilots' Association  
Jamaica Air Line Pilots Association  
Asociación Sindical de Pilotos Aviadores de México  
Trinidad & Tobago Airline Pilots Association  
Air Line Pilots' Association – International

# AFRICA & MIDDLE EAST (AFI/MID)

In 2025, IFALPA Member Associations in the AFI/MID Region continued to strengthen collaboration, capacity-building, and operational resilience, engaging an expanding network of regional stakeholders. Over the past two years, regional meetings have been redesigned to include a full day dedicated to dialogue with operators, regulators, ICAO, air traffic controllers, and other key actors, reinforcing IFALPA's commitment to supporting pilots in a complex and rapidly evolving environment. Through the "Focus on Africa" initiative, Committee engagement has intensified to ensure pilot perspectives remain central to discussions on safety, oversight, and operational improvements.

Membership engagement continues to grow, with increased contributions from the Middle East enhancing regional influence. Key priorities include promoting mental health and advancing a Positive Safety Culture, recognizing both the pressures pilots face and the importance of effective reporting and safety systems. IFALPA also plans to expand practical training activities to equip pilots and safety teams with the skills required in an increasingly complex operational environment.

At the ICAO level, collaboration with regional States has underscored the critical importance of Global Navigation Satellite Systems (GNSS). While essential to safe operations, these systems face growing risks from jamming and spoofing. Across the MID Region, efforts are underway to standardize NOTAM reporting, enhance monitoring, and strengthen civil-military coordination. IFALPA has played a proactive role in developing mitigation strategies to ensure navigation systems remain accurate and resilient.

Modernizing air traffic management and fostering innovation are also key focus areas. New route structures under Flexible Use of Airspace (FUA) principles have improved traffic flow, reduced congestion, and enhanced efficiency. Regional initiatives encourage collaboration among Air Navigation Service Providers, industry, academia, and technology partners to advance automation, AI integration in ATM, environmental sustainability, and next-generation airspace management, aligned with ICAO strategies. Crucially, IFALPA emphasizes the need to fully integrate the human dimension, ensuring technological advancements support—rather than replace—pilot and controller decision-making.

Safety management remains a core priority. While progress has been made in implementing State Safety Programmes (SSP) and Safety Management Systems (SMS), disparities persist, and shortages of qualified technical personnel continue at both operational and oversight levels. Only nine of fifteen MID States have published a National Aviation Safety Plan (NASP), highlighting the need for accelerated adoption and harmonized oversight. IFALPA's contributions to ICAO MID meetings help bridge regulatory frameworks and operational realities, keeping pilots at the core of safety and security practices.

Emerging technologies are reshaping aviation across the region. While AI offers potential benefits, particularly in security and facilitation, its adoption must be cautious and safeguarded. IFALPA has raised concerns regarding AI use in Flight Data Monitoring and flight planning, stressing the need for trust, cybersecurity, and privacy protections. Advanced Air Mobility initiatives are progressing cautiously, with IFALPA closely monitoring developments to ensure pilot training, airspace integration, and regulatory compliance remain central.

Through continued collaboration with ICAO and regional States, IFALPA advances safety, innovation, and engagement, helping pilots meet emerging challenges while safeguarding professionalism, wellbeing, and operational effectiveness across the AFI/MID Region.



*"In a region where operational conditions can change rapidly, our focus on communication and collaboration is more important than ever. By strengthening connections across Africa and the Middle East, we continue to provide pilots with the tools and partnerships they need, while strengthening our engagement with ICAO and Member States."*

Cpt. Rola Hoteit, EVP AFI/MID



Algeria	SPLA	Syndicat des Pilotes de Ligne Algériens
Bahrain	GAPTU	Gulf Air Pilots Trade Union
Cameroon	CALPA	Cameroon Airlines Pilots Association
Egypt	EGALPA/EGYCPs	Egyptian Air Line Pilots Association/ Civil Pilots' Syndicat
Ethiopia	ALPA-E	Air Line Pilots Association of Ethiopia
Israel	ISR-ALPA	Israel Air Line Pilots Association
Kenya	KALPA	Kenya Air Line Pilots Association
Kuwait	KPA	Kuwait Pilots Association
Lebanon	LPA	Lebanese Pilots Association
Mauritius	MALPA	Mauritius Air Line Pilots Association
Morocco	SNPL-Maroc	Syndicat National des Pilotes de Ligne- Maroc
Senegal	SPLS	Syndicat des Pilotes de Ligne Senegalais
South Africa	ALPA-SA	Air Line Pilots' Association – South Africa
Tunisia	FTPL	Fédération Tunisienne des Pilotes de Lignes
Uganda	UPPA	Uganda Professional Pilot Association

# ENGAGEMENT & ACKNOWLEDGEMENTS

As reflected in this report, IFALPA exists to serve its Member Associations, ensuring their voices are heard on the global stage. Whether influencing international aviation policy, providing expert guidance on critical safety and labour issues, or equipping pilots with essential training, our goal is to support and strengthen the profession.

We thank our Staff, Executive Board, Regional Vice Presidents, Committee and Working Group Chairs and Vice-Chairs, ICAO representatives, volunteers, and partner organizations, your dedication makes IFALPA's work possible.

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