

FINAL

**SUMMARY OF DISCUSSIONS OF THE
DIRECTORS GENERAL OF CIVIL AVIATION - EUR/NAT REGIONS
2025 MEETING (EUR/NAT-DGCA/2025)**

(Paris, France, 17 June 2025)

1. Introduction

1.1 The Meeting of the Directors General of Civil Aviation of the ICAO European and North Atlantic Regions (EUR/NAT-DGCA/2025) was held at the European and North Atlantic (EUR/NAT) Office of ICAO in Paris, France, on 17 June 2025.

1.2 The Meeting was attended by 98 participants from 43 States, including four partner States (Canada, the United Arab Emirates, the United States and Qatar) and 9 organizations. The list of participants is provided in **Appendix A**.

1.3 The Meeting commenced with welcoming remarks from the EUR/NAT Regional Director, Mr. Nicolas Rallo, who was the meeting Secretary, supported by other ICAO personnel. The EUR/NAT Regional Director reiterated the primary objective of the EUR/NAT DGCA Meeting, which is to intensify regional efforts in strengthening information sharing, coordination, and cooperation on key strategic issues. He also highlighted the theme of this year's meeting, 'Advancing Aviation: People and Partnerships', which underscores the vital role of human capital and collaboration in shaping the future of aviation.

1.4 The President of the ICAO Council, Mr. Salvatore Sciacchitano, and the ICAO Secretary General, Mr. Juan Carlos Salazar, addressed the Meeting by outlining the strategic goals set forth in the recently adopted ICAO Strategic Plan 2026–2050 along with current key issues in preparation for the upcoming 42nd session of the ICAO Assembly. They emphasized the strength and the diversity of the EUR/NAT area, spanning Europe, the North Atlantic, Central Asia, and North Africa, highlighting its strong capacity to implement ICAO's 2026-2050 strategic plan and support the sharing of information and experience.

Approval of Agenda

1.5 The Meeting approved the following agenda:

- Agenda Item 1: Welcome by the ICAO EUR/NAT Regional Director
Opening remarks by the President of the ICAO Council
Address by the ICAO Secretary General
- Agenda Item 2: Approval of the agenda and elections of the Chairperson and Vice-Chairpersons
- Agenda Item 3: Updates on ICAO regional activities in the EUR and NAT Regions in support of safety, air navigation capacity/efficiency, aviation security and the ratification of international air law treaties
- Agenda Item 4: Addressing current and emerging challenges related to Aviation Skills and Workforce Planning
- Agenda Item 5: Attracting and Empowering Women in Aviation
- Agenda Item 6: Advancing the ICAO Long-Term Global Aspirational Goal (LTAG)
- Agenda Item 7: Strengthening Crisis Preparedness and Response

Agenda Item 8: Enhancing Implementation Support

Agenda Item 9: Any other business and next meeting

Elections of Chair Team

1.6 Based on the nominations received and in accordance with the *EUR/NAT DGCA Handbook*, the Meeting elected the following Chair Team:

- a) Chairperson: Ms. Karin Puelo-Leodolter, Director General of Civil Aviation, DGCA of Austria
- b) Vice-Chairperson: Ms. Anelia Marinova, Director General of the Civil Aviation Directorate, DGCA of Bulgaria
- c) Vice-Chairperson: Ms. Saltanat Tompiyeva, Chairwoman of the Civil Aviation Committee of the Republic of Kazakhstan.

1.7 Ms. Karin Puelo-Leodolter thanked the Meeting participants for her election and expressed the Chair Team's commitment to contributing to a successful outcome of the meeting. The vice-chairpersons also addressed the Meeting, thanking them for their trust.

2. Updates on ICAO Regional Activities

2.1 The Meeting was provided with information on the ICAO EUR/NAT planned priorities in 2025 in support of the implementation of the ICAO business plan and operating plan.

3. Addressing current and emerging Challenges related to Aviation Skills and Workforce Planning

3.1 The ICAO Secretariat presented a working paper outlining the ICAO strategic framework under the Next Generation of Aviation Professionals Programme (NGAP) and summarising regional efforts in the EUR/NAT area, including the outcomes of the 2025 Aviation Training and Skills Workshop, co-organized with the JAA Training Organisation (JAA TO), that took place in Paris, France, on 11-12 March 2025. It outlined four strategic priorities to guide efforts in training and workforce planning across the EUR/NAT area, as follows:

- establishing a regional skills monitoring framework;
- promoting a culture of lifelong learning;
- advancing NGAP and empowering women in aviation; and
- building bridges across and beyond the aviation ecosystem.

3.2 The Meeting also noted the outcomes of the ICAO workshop held in Madrid, Spain in April 2025 and the agreement to develop the ICAO Global Aviation Education Plan (GAEP). In addition, the meeting was informed about the Global Aviation and Aerospace Skills Taskforce (GAAST) initiative and the upcoming ICAO Global NGAP Summit, to be held in Durban, South Africa from 12 to 14 August 2025.

3.3 The Meeting recalled the important role of the ICAO TRAINAIR PLUS Programme (TPP) and noted that since the previous EUR/NAT DGCA meeting, five new TPP members from the EUR/NAT area had joined the network.

3.4 Based on the ensuing discussions, the Meeting adopted the following conclusion :

EUR/NAT-DGCA Conclusion 2025/1 – ICAO TRAINAIR PLUS Programme (TPP)

That the ICAO Regional Director, Europe and North Atlantic invite aviation training organizations in the EUR/NAT area that are not yet ICAO TRAINAIR PLUS Programme (TPP) members to approach ICAO in order to join the programme.

3.5 Concerning regional activities, it was noted that the priorities that had been identified at the first ICAO EUR/NAT Aviation Training and Skills Workshop would be carried over to the next two additional workshop. The second regional workshop, to be held in Almaty, Kazakhstan from 4 to 6 November 2025, would be industry-focused and bring together experts from industry, States, training organisations, academia and other key stakeholders to tackle workforce development challenges, share industry success stories and explore regional and national strategies aligned with ICAO's NGAP programme.

3.6 The third regional workshop, planned for 2026, would be held in the Netherlands and organized in cooperation with the JAA TO. This event would focus on innovation in aviation training. In this regard, the Meeting received a presentation by the JAA TO highlighting its support to the ICAO EUR/NAT Regional Office's initiative and addressing priority topics.

3.7 The Meeting therefore adopted the following conclusion :

EUR/NAT-DGCA Conclusion 2025/2 – Aviation Training and Workforce Planning

That the ICAO Regional Director, Europe and North Atlantic invite States, international and regional organizations, industry and aviation training organizations to participate and actively engage in:

- a) ICAO global and regional events related to aviation training, NGAP programme and workforce planning, including the NGAP Global Summit in South Africa (August 2025), the EUR/NAT regional workshop in Almaty, Kazakhstan (November 2025), and the 2026 EUR/NAT innovation-focused workshop in the Netherlands; and
- b) collaborative regional efforts coordinated by the ICAO EUR/NAT Regional Office to help achieve progress for the following strategic priorities:
 - i. developing a regional skills monitoring framework to better plan for future staffing needs and bridge the gap between training and workforce needs;
 - ii. fostering a culture of lifelong learning that encourages aviation professionals to stay updated and agile in response to industry shifts;
 - iii. attracting diverse talents at an early stage into aviation professions through outreach programs, educational initiatives, and scholarship opportunities; and
 - iv. building bridges within and beyond the aviation ecosystem to support more effective training solutions.
- c) supporting ICAO aviation training fellowships in the EUR/NAT area, aimed at young professionals from resource-constrained States. These fellowships would provide practical, hands-on experience in key emerging areas such as environmental sustainability, digital transformation, and unmanned aviation systems. By nurturing the next generation of aviation professionals, this initiative would complement and reinforce the global objectives of the NGAP programme, while also fostering regional capacity-building and cooperation in priority domains.

3.8 The Meeting was informed that in follow up to EUR/NAT-DGCA Conclusion 2024/2, States had been invited to identify challenges in the provision of On-The-Job Training (OJT) for CAA inspectors, share their needs in this domain, and offer OJT opportunities for CAA inspectors from other States in the EUR/NAT area. As a result, 16 EUR/NAT States have expressed OJT needs for CAA inspectors for the 2024-2026 period. In addition, six EUR/NAT States expressed interest in providing OJT opportunities for CAA

inspectors during the same period. Additionally, two EUR/NAT States have mutually cooperated and exchanged expertise for the provision of OJTs in respect of aerodrome inspectors in January 2025.

3.9 Based on the above, the Meeting adopted the following conclusion :

EUR/NAT-DGCA Conclusion 2025/3 – Provision of OJT for CAA Inspectors

That the ICAO Regional Director, Europe and North Atlantic invite States to continue to collaborate on a bilateral basis to support each other, to the extent possible, in the provision of OJTs for CAA Inspectors.

3.10 The Meeting was informed that ICAO was developing five “Government Safety Inspector (GSI) iPacks”, relating to Air Operator and Approved Maintenance Organization Certification, Personnel Licensing, Air Operator Certification, Air Cargo Certification and Aerodrome Certification Safety Inspection Techniques.

3.11 In order to support the future deployment of GSI iPacks, the Meeting adopted the following conclusion :

EUR/NAT-DGCA Conclusion 2025/4 – Use and Sponsorship of ICAO GSI iPacks

That the ICAO Regional Director, Europe and North Atlantic:

- a) invite States to make full use of the Government Safety Inspector (GSI) Implementation Packages (iPacks), once available, to strengthen CAA inspector competencies; and
- b) invite States and organizations to consider sponsoring the deployment of iPacks in other States with demonstrated needs.

4. Attracting and empowering Women in Aviation

4.1 The ICAO Secretariat presented a working paper summarizing ICAO developments at the global and regional levels to advance gender equality and the empowerment of women in aviation, in line with Assembly Resolution A41-26. The Meeting supported a call for further engagement, coordination and cooperation across the EUR/NAT area to support efforts to attract and empower women in aviation.

4.2 In particular, the Meeting noted the successful conduct and impactful outcome of the first ICAO regional workshop on Gender Equality and Empowering Women in Aviation, which had been held in Almaty, Kazakhstan, from 4 to 5 March 2025, and was showcased during the meeting in a short video provided by Kazakhstan. The Secretariat highlighted that the workshop served as a platform for sharing best practices, success stories, and initiatives aimed at empowering women in aviation. Through keynote speeches, interactive discussions, and mentorship sessions, participants explored effective policies and strategies to promote greater inclusivity and diversity within the industry. The event also provided an opportunity to mark the International Women’s Day.

4.3 As a result of the discussions, the Meeting adopted the following conclusion:

EUR/NAT-DGCA Conclusion 2025/5 – Attracting and empowering Women in Aviation

That the ICAO Regional Director, Europe and North Atlantic, invite States and Organizations to:

- a) nominate a “Gender Equality Focal Point”, if not already done so, and inform the ICAO EUR/NAT Office accordingly, and inform the office of any changes to the nominated focal point;
- b) participate and actively engage in ICAO global and regional activities to support efforts to attract and empower women in aviation, such as future global and regional meetings, workshops and webinars organized by ICAO;

- c) support the effective implementation of the new ICAO Global Ambassadors Programme, by nominating Ambassadors in response to a State Letter on this subject to be issued in 2025;
- d) enroll in the course on establishing effective mentoring programmes jointly developed by ICAO and EUROCONTROL;
- e) develop and implement initiatives within their organizations to help empower women in aviation, including effective mentoring programmes, and share information on such initiatives in relevant fora; and
- f) consider providing in-kind and voluntary contributions to the ICAO Gender Equality Programme, including support such as scholarships and fellowship programmes to enable young women and girls to pursue careers in aviation.

5. Advancing the ICAO Long-Term Global Aspirational Goal (LTAG)

5.1 The ICAO Secretariat presented a working paper providing updates on ICAO activities at the regional level in follow up to EUR/NAT-DGCA Conclusion 2024/4 on enhancing engagement, information-sharing, coordination and cooperation to achieve the Long Term Aspirational Goal (LTAG).

5.2 In particular, it was noted that 50 out of the 56 EUR/NAT States have developed and submitted their State Action Plans (SAPs) to ICAO—an increase of one State since the last EUR/NAT DGCA meeting. Additionally, 19 EUR/NAT States have re-submitted their SAPs using the Action Plan Emissions Reduction (APER) website. The Secretariat recalled that States requiring support to develop or update their SAPs were encouraged to contact the ICAO EUR/NAT Regional Office.

5.3 Regarding CORSIA implementation, the EUR/NAT Regional Office continued to support State Focal Points with the following upcoming deadlines:

- a) notification to ICAO of voluntary participation by 30 June 2025 (for first-time participants only);
- b) verification and submission of 2024 CO₂ emissions data via the CORSIA Central Registry (CCR) by 31 July 2025; and
- c) submission of the list of aeroplane operators and verification bodies for 2025 by 30 November 2025.

5.4 Following the global ICAO Green Airport Seminar held in Athens, Greece, a regional environmental workshop on Green Airports was organized in cooperation with Airports Council International – Europe (ACI EUROPE) in Almaty, Kazakhstan, in November 2024. Based on the outcomes of this successful regional event, another regional Green Airport event is planned for early 2026.

5.5 Nine additional States (Algeria, Azerbaijan, Israel, Kazakhstan, Kyrgyzstan, Morocco, Sweden, Turkmenistan and Uzbekistan) had joined the Assistance, Capacity-building and Training for Sustainable Aviation Fuels (ACT-SAF) programme since the previous EUR/NAT DGCA meeting. This brought the total number of EUR/NAT States participating in the ACT-SAF to 23. The ICAO EUR/NAT Regional Director has carried out several outreach activities to emphasize the urgent need to accelerate the production and deployment of SAF. In Azerbaijan and Kazakhstan, the outreach included meetings with leaders from national oil and gas companies, as well as senior representatives from the ministries of energy and environment.

5.6 Based on the presentation and ensuing discussions, the Meeting adopted the following conclusion:

EUR/NAT-DGCA Conclusion 2025/6 – Further enhancing Coordination and Cooperation to achieve LTAG

That the ICAO Regional Director, Europe and North Atlantic, take action to:

- a) encourage EUR/NAT States to:
 - i. develop or update their quantified State Action Plans (SAP) on CO₂ Emissions Reduction Activities in line with the provisions of the updated Guidance on the Development of States' Action Plans on CO₂ Emissions Reduction Activities (ICAO Doc 9988), and to contact the ICAO EUR/NAT Regional Office for any assistance needed in the preparation, submission, and implementation of their SAP and related mitigation measures;
 - ii. join CORSIA during its first phase and notify ICAO accordingly (by 30 June 2025 for voluntary participation starting from 1 January 2026), and participate—either as donor or beneficiary States—in ICAO ACT-CORSIA capacity-building activities, including the CORSIA Buddy Partnerships;
 - iii. join, as donor or beneficiary States, the ICAO Assistance, Capacity-building and Training for Sustainable Aviation Fuels (ACT-SAF) programme by signing the Terms and Conditions available on the ICAO website;
 - iv. for States having join ACT-SAF, take actions to invite in relevant activities, such as webinars, representatives and experts from ministries in charge of energy and environment, as well as oil and gas companies;
 - v. inform the ICAO EUR/NAT Regional Office of any ongoing or planned activities related to SAF, including feasibility studies and capacity-building initiatives; and
 - vi. support the ICAO FINVEST initiative.
- b) invite international and regional organizations to continue supporting information-sharing and coordination efforts, with the aim of avoiding duplication, promoting synergies, ensuring consistency, and contributing to ICAO regional environmental protection activities.

6. Strengthening Crisis Preparedness and Response

6.1 The ICAO Secretariat presented a working paper providing updates on actions undertaken in follow up to EUR/NAT-DGCA Conclusion 2024/3 on Enhancing Resilience in Civil Aviation. These updates encompassed the regional crisis management framework, operations over or near conflict zones, cybersecurity, Global Navigation Satellite System (GNSS) radio frequency interference (RFI), public health events prevention and management, facilitation and Assistance to Aircraft Accident Victims and their Families (AAAVF).

6.2 With respect to operations over or near conflict zones, the Meeting noted key takeaways from the ICAO EUR/NAT regional seminars on conflict zone risk assessment that were held in Almaty, Kazakhstan, from 5 to 6 November 2024, and in Marrakesh, Morocco, from 7 to 11 April 2025. Based on the presented material and ensuing discussions, the Meeting adopted the following conclusion :

EUR/NAT-DGCA Conclusion 2025/7 – Addressing Risks associated with Operations near or over Conflict Zones

That the ICAO Regional Director, Europe and North Atlantic, urge States to:

- a) review and update their civil/military coordination procedures and mechanisms to ensure timely notification of activities potentially hazardous to civil aviation, and to take appropriate measures related to airspace restrictions, for as long as it is necessary, and the dissemination of NOTAMs; and

- b) ensure that aircraft operators implement appropriate risk assessment measures when operating near or over conflict zones, in accordance with ICAO provisions and the Risk Assessment Manual for Civil Aircraft Operations Over or Near Conflict Zones (Doc 10084).

6.3 Regarding cybersecurity, the Meeting noted the key outcomes from the ICAO EUR/NAT Regional Workshop on Cybersecurity that was held in Belgrade, Serbia, from 1 to 3 April 2025.

6.4 Based on the ensuing discussions, the Meeting adopted the following conclusion:

EUR/NAT-DGCA Conclusion 2025/8 – Addressing Cybersecurity Risks in Civil Aviation

That the ICAO Regional Director, Europe and North Atlantic, urge States to review and update their cybersecurity oversight regulations and procedures based on the applicable ICAO provisions and Global Cyber Risk Considerations (Doc 10213) guidance, including for the implementation of appropriate cyber risk management systems and their integration with the existing civil aviation risk management systems.

6.5 With respect to GNSS RFI, the Meeting was informed that, in order to follow up on the inter-regional ICAO Europe/Middle East (EUR/MID) Radio Navigation Symposium held in Antalya, Türkiye, in February 2024, and in order to support the development and implementation of mitigation measures, a second inter-regional ICAO EUR/MID workshop would be held in Doha, Qatar, from 18 to 20 November 2025.

6.6 Therefore, the Meeting adopted the following conclusion :

EUR/NAT-DGCA Conclusion 2025/9 – Addressing Risks associated with GNSS RFI

That the ICAO Regional Director, Europe and North Atlantic, invite States, regional and international organisations to participate in and actively contribute to the planned joint ICAO EUR/NAT and MID regional event on GNSS RFI to be held in Doha, Qatar, from 18 to 20 November 2025.

6.7 With respect to public health events prevention and management, the Meeting was provided with updates on the regional Collaborative Arrangement for the Management and Prevention of Public Health Events in Civil Aviation (CAPSCA), including the outcomes of the 11th and 12th CAPSCA EUR meetings that were held jointly with CAPSCA MID and hosted respectively by the European Union Aviation Safety Agency (EASA) from 25 to 26 April 2024 in Cologne, Germany, and in Cairo, Egypt, from 19 to 20 May 2025.

6.8 Consequently, the Meeting adopted the following conclusion:

EUR/NAT-DGCA Conclusion 2025/10 – Prevention and Management of Public Health Events in Civil Aviation

That the ICAO Regional Director, Europe and North Atlantic, urge States to take actions as needed to ensure :

- a) the effective implementation of the provisions related to public health contained in Annex 9; and
- b) effective coordination with the national public health authorities in the framework of national air transport facilitation programmes and committees.

6.9 Regarding the area of facilitation, the Meeting noted the outcomes of the ICAO Facilitation Conference 2025 (FALC 2025) that was held from 14 to 17 April 2025 in Doha, Qatar, under the theme “*Facilitating the Future of Air Transport*”.

6.10 The Meeting was informed that the mandate of the ICAO EUR/NAT Aviation Security Group (ENAVSECG) had been broadened to include facilitation-related topics. Accordingly, the group had been renamed as the “EUR/NAT Aviation Security and Facilitation Group” (ENAVSECFALG).

6.11 With respect to Assistance to Aircraft Accident Victims and Their Families (AAAVF), the Meeting noted the outcomes of the second ICAO global symposium that was held in Haarlem, the Netherlands, from 26 to 28 November 2024. In addition, the Meeting was informed that the second regional workshop on AAAVF would be jointly organized by the European Civil Aviation Conference (ECAC) and the ICAO EUR/NAT Office. The event would be held in Spain in January 2026 and would build on the outcomes of the first workshop held in Milan, Italy, in February 2023. Additionally, the Meeting was informed that ICAO EUR/NAT Regional Office had developed content for a dedicated webinar on this topic, which is available to States upon request.

6.12 Based on the ensuing discussions, the Meeting adopted the following conclusion :

EUR/NAT-DGCA Conclusion 2025/11 – Assistance to Aircraft Accident Victims and their Families

That the ICAO Regional Director, Europe and North Atlantic, invite:

- a) States to commit to establishing and implementing a comprehensive system for the assistance to aircraft accident victims and their families;
- b) States to develop, update and effectively implement comprehensive Corrective Actions Plans to address the related Protocol Questions (6.381 and 6.383) of the Universal Safety Oversight Audit Programme (USOAP); and
- c) States, regional and international organisations to participate in, and actively contribute to the second regional workshop on assistance to aircraft accident victims and their families to be jointly organized by ECAC and the ICAO EUR/NAT Regional Office in Spain in January 2026.

7. Enhancing Implementation Support

7.1 The ICAO Secretariat presented a working paper providing updates on actions undertaken in follow up to EUR/NAT-DGCA Conclusion 2024/8 on the implementation of the Country Strategic Plan of Action (COSPA) pilot programme for Uzbekistan, as well as updates on the ICAO portfolio of products and services for implementation support.

7.2 The ICAO Secretariat highlighted the distinctive features of COSPA, which represents a novel and strategic model for coordinated support to a State. The COSPA is built on a country strategy that is fully aligned and endorsed by stakeholders including the Minister of Transport, with a strong focus on results. It is time-bound, collaborative, cost-effective, holistic in approach (addressing five “focus areas”: strategic planning, safety oversight, accident/incident investigation, safety management and operational safety), and designed to be replicable. The Meeting took note that the COSPA pilot programme for Uzbekistan benefits from the support of leading partners, namely the Directorate General of Civil Aviation (DGCA) and the Bureau of Enquiry and Analysis for Civil Aviation Safety (BEA) of France, the Federal Aviation Administration (FAA) and the National Transportation Safety Board (NTSB) of the United States, the Airports Council International (ACI) and ACI-Europe, the International Air Transport Association (IATA), Airbus, Boeing and The World Bank.

7.3 The Meeting noted the outcomes of the first and second meetings of the COSPA Strategic Review Board (SRB) meetings, which were held respectively in Paris, France, on 18 June 2024, and in Tashkent, Uzbekistan, on 22 May 2025. The Meeting noted in particular that, in light of the rapidly expanding aviation sector of Uzbekistan, the second meeting of the SRB02 underscored the critical need to strengthen the capacity of the State’s civil aviation safety oversight system. Key priorities identified included expanding the pool of qualified government aviation safety inspectors and granting greater autonomy to the Civil Aviation Authority (CAA) to ensure effective regulatory oversight and support sustainable sector growth.

7.4 Based on the ensuing discussions, the Meeting adopted the following conclusion:

EUR/NAT-DGCA Conclusion 2025/12 – Implementation of the COSPA Pilot Programme for Uzbekistan

That the ICAO Regional Director, Europe and North Atlantic encourage:

- a) the Government of Uzbekistan to:
 - i. reaffirm its commitment to the implementation of the COSPA Programme, ensuring sustained engagement and resource allocation for the programme's success;
 - ii. prioritize efforts to enhance the State's aviation safety oversight capacity, focusing on expanding the number of qualified government aviation safety inspectors and ensuring greater autonomy for the Civil Aviation Authority;
 - iii. ensure compliance with ICAO safety-related provisions by all certificate, licence, and other approval holders, reinforcing a culture of safety and adherence to international standards;
 - iv. strongly encourage Uzbekistan's air operators and aerodrome operators to make the use of internationally recognized industry programmes such as the IATA Operational Safety Audit (IOSA), IATA Safety Audit for Ground Operations (ISAGO), and ACI World's Airport Excellence (APEX) Programme.
- b) COSPA Partners to enhance their contributions to the Programme for its final two years of implementation, ensuring continued support and collaboration to achieve the programme's objectives;
- c) additional States, international and regional organizations, and Multilateral Development Banks to join the COSPA Programme for Uzbekistan as partners, expanding the network of support and expertise to further strengthen the country's aviation safety framework.

8. Any other business and Next Meeting

Next Meeting

8.1 The Meeting noted that, as of 2026, a three-day format would be adopted for the EUR/NAT DGCA Meeting. On that basis, and following an offer made by Italy to the ICAO Secretariat, the Meeting agreed that the 2026 EUR/NAT-DGCA Meeting would take place in Italy, from 9 to 11 June 2026.

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**LIST OF APPENDICES**

**Appendix A—List of Participants**

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**APPENDIX A — LIST OF PARTICIPANTS***(Paragraph 1.2 refers)***ALBANIA**

Maksim ETHEMAJ  
Megi XHARO

**ANDORRA**

Guillem SANTACREU MARTINEZ  
Ferran MOLI

**AUSTRIA**

Karin PULEO-LEODOLTER  
Antonina HATLER

**AZERBAIJAN**

Nazim ZIYADOV  
Samir BAGHIROV

**BELARUS**

Aliaksandr APET  
Iveta TKACHOVA

**BOSNIA AND HERZEGOVINA**

Zorislav IVANOVIC  
Jelena FORCA

**BULGARIA**

Anelia MARINOVA  
Maria KANTAREVA

**CANADA**

Felix MEUNIER

**CROATIA**

Ana KAPETANOVIC

**CYPRUS**

Panayota GEORGIOU-DEMETRIOU  
Eftychios EFTYCHIOU

**DENMARK**

Henrik ELLERMANN  
Bolette H. S. SORENSEN

**FRANCE**

Nils RAYNAUD  
Jérôme LESOURD

**GEORGIA**

Levan KARANADZE  
Givi DAVITASHVILI

**GERMANY**

Sylvia BIELEFELD  
Wilhelm ESCHWEILER

**GREECE**

Christos TSITOURAS

**ICELAND**

Hlin HOLM

**ITALY**

Pierluigi Umberto DI PALMA  
Alexander D'ORSOGNA  
Fabio NICOLAI

**KAZAKHSTAN**

Saltanat TOMPIYEVA  
Meruyert KUMAROVA  
Zahanara SERIKBAY  
Inkar ABDIYEVA

**KYRGYZSTAN**

Daniyar BOSTONOV  
Nurkan TURUMBEOV

**LITHUANIA**

Marius BARANAUSKAS

**LUXEMBOURG**

Laura KÖNNER  
Stéphane VALLANCE

**MALTA**

Charles PACE

**MONACO**

Jérôme JOURNET

**MONTENEGRO**

Ivan SCEKIC  
Magdalena VUKCEVIC

**MOROCCO**

Nabil MASSALI  
Lahcen BOULAHSEN

**NETHERLANDS**

Lieske STREEFKERK-ARTS  
Ingeborg Van GASTEREN

**NORWAY**

Oyvind EK  
Karl KOEFOED

**POLAND**

Julian ROTTER  
Mateusz BACZKOWSKI

**PORTUGAL**

Ana VIEIRA DA MATA  
Duarte SILVA

**QATAR**

Mohamed ALHAJRI  
Essa AL-MALKI  
Mohammed ALMARZOOQI  
Haydar YALCIN

**REPUBLIC OF MOLDOVA**

Vasile SARAMET  
Evgeny KOSTETKI

**SAN MARINO**

Maurizio BERLOTTI

**SERBIA**

Mirjana CIZMAROV  
Ana LAZAREVIC

**SLOVENIA**

Tomaz PECNIK

**SLOVAKIA**

Michal HYSEK

**SPAIN**

David BENITO ASTUDILLO

**SWEDEN**

Joakim GRENZMAN

**TUNISIA**

Nidhal SOUILMI

**TÜRKIYE**

Feyzullah CINAR

**UNITED ARAB EMIRATES**

Saif Mohammed AL SUWAIDI  
Saeed Mohammed AL SUWAIDI

**UNITED KINGDOM**

Sarah HILL

**UNITED STATES**

Coleen HAWRYSKO

**UZBEKISTAN**

Takhir NAZAROV  
Nargiza BAYMURZAEVA

**ACAO**

Hicham BENNANI  
Adil BOULOUTAR

**CANSO**

Johnny PRING

**EASA**

Maria RUEDA

**ECAC**

Patricia REVERDY  
Irene MANCINI

**EUROCONTROL**

Enrique FRAILE-RIESCO

**IAC**

Oleg STORCHEVOY  
Sergey ZAIKO

**ICCAIA**

Mildred TROEGELER  
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Nicolas RALLO  
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Nino GELOVANI  
Isabelle HOFSTETTER  
Carolyne OTTIENO

— **END** —