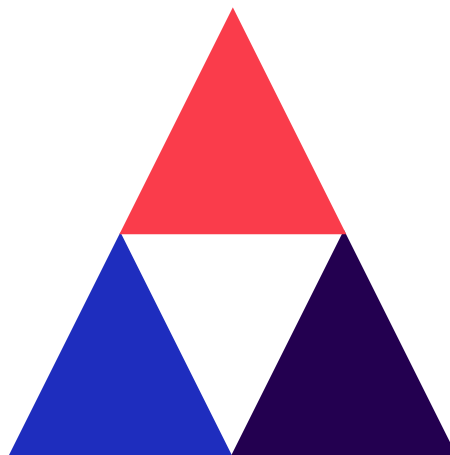




► Record of proceedings

Technical meeting on a green, sustainable and inclusive economic recovery for the civil aviation sector
(Geneva, 24–28 April 2023)



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► Introduction

The [Technical meeting on a green, sustainable and inclusive economic recovery for the civil aviation sector](#) was held from 24 to 28 April 2023. The Governing Body of the International Labour Organization (ILO) decided at its 341st Session (March, 2021) to convene the meeting, the purpose of which would be to discuss opportunities and challenges relating to best practices in occupational safety and health and the promotion of decent work and productive employment to shape the recovery of the aviation industry beyond the COVID-19 pandemic, with the aim of adopting conclusions, including recommendations for future action.

At its first sitting, the meeting adopted the timetable (TMGCAS/2023/2) and the points for discussion ([TMGCAS/2023/1](#)). The meeting held six plenary sittings, including three devoted to the discussion of the points for discussion.

In accordance with article 6 of the [Standing orders for technical meetings](#), the Chairperson of the meeting was Mr M. Norddahl (Worker, Iceland). At its first sitting, the meeting elected three Vice-Chairpersons as follows:

Government group

Vice-Chairperson: Ms C. Drake (United States of America)

Assisted by: Ms J. Goodyear (United States)
Ms A. Cruz Ross (Office)

Employers' group

Vice-Chairperson: Mr E.S. Torky (Egypt)

Assisted by: Mr L.R. Morales Vélez (International Organisation of Employers (IOE))
Mr R. Marinkovic (IOE)
Ms E. Villet (IOE)

Workers' group

Vice-Chairperson: Ms S. Nelson (United States)

Assisted by: Ms M. Llanos (International Trade Union Confederation (ITUC))
Mr R. Subasinghe (International Transport Workers' Federation (ITF))
Mr G. Mocho Rodríguez (ITF)
Ms R. Chatterjee (ITF)
Mr S. Currás Barrios (International Federation of Air Line Pilots' Associations (IFALPA))

The Secretary-General of the meeting was Ms A. van Leur (Director of the Sectoral Policies Department). The Executive Secretary was Ms A. Cruz Ross, and Mr B. Wagner (Head of the Transport and Maritime Unit) provided overall guidance and support during the meeting. The Coordinator of secretariat services was Ms M.M. Than Tun. The representative of the Office of the Legal Adviser was Mr T. Geckeler.

The meeting was attended by 145 participants ([TMGCAS/2023/5](#)), including 46 Government representatives and advisers (from 25 Member States), together with 14 Government observers (from 11 Member States), as well as 14 Employer and 53 Worker representatives and advisers and observers, and 18 observers from intergovernmental organizations (IGOs) and invited international non-governmental organizations. Women represented 33 per cent of the participants.

► Consideration of the agenda items

I. Opening speeches

1. The Chairperson, opened the technical meeting on a green, sustainable and inclusive economic recovery for the civil aviation sector, welcoming all participants. The meeting would afford an opportunity to analyse lessons learned on the halt and subsequent resumption and recovery of the aviation industry in the context of a global pandemic. Prior to the COVID-19 pandemic, air transport had been experiencing impressive growth worldwide, with a significant impact on connectivity and globalization. The pandemic had given rise to major challenges, now compounded by rapid technological progress and climate action commitments. The financial and economic challenges besetting the industry in the aftermath of the pandemic constituted the backdrop against which labour and social matters must now be considered. With that in mind, the meeting would contribute to shaping the future of work in the sector for its estimated 8.7 million workers. Policies, measures and practices were needed to ensure that aviation workers had decent employment and training opportunities, and could remain in the industry. At the same time, enabling environments were required to attract much needed investment in infrastructure and aircraft technology, to enable the sector to remain a source of quality employment for years to come. The meeting would be a unique opportunity to bring the ILO's perspective and seek solutions for a sustainable future for the sector, through social dialogue.
2. The Secretary-General of the meeting welcomed all participants to the technical meeting, which would afford an opportunity to discuss challenges and opportunities relating to the future of work and a green, sustainable and inclusive recovery of the civil aviation sector and how to truly harness the employment potential of the sector to ensure decent and sustainable work. The civil aviation sector was strategic for economic development and vital for the transport of passengers and delivery of goods. It had been one of the sectors worst hit by COVID-19, and was still in the process of recovery. Civil aviation was one of the safest modes of transport. The industry was committed to ensuring a safe and healthy working environment; but aviation personnel were exposed to safety and health hazards, such as fatigue, stress, noise, vibration, air pollution, cabin fumes and violence and harassment. The sector was working towards just transition to new environmental targets, which would require measures for skilling and lifelong learning.
3. Having concluded a cooperation [Agreement](#) in 2022, the ILO and the International Civil Aviation Organization (ICAO) had maintained close relations, and the ICAO's Secretariat had contributed with comments and suggestions to the preparation of the report for discussion. The meeting would afford an opportunity to look at the civil aviation sector through the lens of the ILO's Decent Work Agenda, underpinned by international labour standards, ILO declarations and tools and of course based on social dialogue, and to adopt conclusions and recommendations to guide ILO constituents, the ILO, and the sector as a whole, over years to come.
4. The Executive Secretary of the meeting provided an [overview of the content](#) of the [Report for discussion](#) (TMGCAS/2023) which had been prepared as a basis for discussion by the Office, in close cooperation and taking into consideration ICAO's input, to inform the deliberations of the meeting.
5. The Employer Vice-Chairperson said that the meeting afforded a unique opportunity to ensure that the civil aviation sector would be prepared for potential future crises, in a context of high risk of employment, heightened further by the increase in oil prices and high inflation rates, slow economic growth, and poorly designed climate change policy measures. The Employers' group thanked the Office for its comprehensive report and welcomed examples provided of decent work

opportunities and challenges that the industry faced, and the acknowledgement of the sector's potential contribution to job creation and a just transition, through technological innovation. While fundamental principles and rights at work were crucial to a just transition, caution must be exercised when referring to ILO decisions, which were not applicable in every context and did not constitute jurisprudence.

6. The Employers' group agreed with the key issues identified in the report, in particular the need to leverage innovation, clean technology and skills development to optimize the industry's potential to create direct and indirect employment and business opportunities. To operate successfully in crisis situations and withstand the impacts of inflation and increased emissions levies, the sector must be both resilient and sustainable. As well as just transition in the medium to long term, the short- and medium-term needs and realities of the sector must be given due consideration, along with the potential macroeconomic impacts of measures on employment and economic development. Coherent and coordinated policies were required, taking into consideration countries' capacities and priorities, to enable businesses and workers alike to remain relevant for economic development. Lessons must be learned from existing local and global policies, and the effectiveness of responses. The new realities of work must be given due consideration. The technical meeting must come to clear, evidence-based conclusions, which leveraged progress already achieved.
7. The Worker Vice-Chairperson said that the COVID-19 pandemic had decimated the civil aviation industry, with the cancellation of over 90 per cent of passenger flights worldwide. Aviation workers had continued to work to repatriate citizens, transport essential medical supplies and support medical systems, in a context of a patchwork of legislation and regulation that had lacked structured coordination and had been chaotic, confusing and contradictory. Furthermore, for millions of workers, the pandemic had meant the loss of employment overnight. While aviation jobs had once been highly sought after, the industry had become defined by unpredictable working hours, declining rates of pay, increasing fatigue and non-standard forms of employment. As a result, the industry was no longer attractive, and its post-pandemic recovery had been hampered by a lack of workers, resulting in flight cancellations and delays, and lost luggage. There were serious staff shortages across the industry.
8. The past three decades had been marked by deregulation, fragmentation, subcontracting and increased competition in the industry, which, while making money for CEOs and making air transport more accessible to the wider public, had seriously impacted employment conditions and occupational safety and health. Aviation safety had focused on aircraft safety and airworthiness, to the exclusion of a human-centred approach. Ground handling staff had seen their wages stagnate, in a bid by baggage handling companies to remain competitive at tender. A proliferation of small enterprises in intense competition had left ground handling workers unable to bargain collectively and doing more work for less pay. Deregulation and intense competition had also affected cabin crew. Complexities in their employment, including related to multiple operational bases and rest periods in several countries, often resulted in aircrew lacking access to health care, pensions and other forms of social protection. There was a clear governance gap; crew members must be covered by social security law in the home base to which they were assigned.
9. Against the backdrop of declining employment standards, ambiguous legislative protection and non-standard forms of employment, aviation workers were being denied their fundamental rights to freedom of association and collective bargaining, which were particularly crucial in the context of increased and accelerated digitalization. Technological change must be driven by a desire to improve the industry and enhance safety levels, not save costs. While the industry relied on data to make informed decisions on aspects relating to business aircraft use, those data were increasingly being used to monitor workers' performance and keep tabs on workers exercising

their right to freedom of association. Trade unions must have the right to negotiate on how data were gathered and used.

10. Lastly, the industry was marked by gender-based occupational segregation and a de facto gender pay gap, with the highest-paid jobs (engineers, air traffic controllers and pilots) being male-dominated. Women faced systemic barriers to those jobs, including training costs, caring responsibilities, access to sanitation and appropriate uniforms, which must be tackled. Women in the industry were overwhelmingly in customer-facing roles, such as cabin crew, where they should be recognized as safety professionals, rather than being reduced to physical features and desirability, and having their experience and expertise ignored in favour of youth. Women workers in the industry were vulnerable to violence, onboard as cabin crew and on the ground in check-in, security and customer services. For the aviation industry to be attractive for employment, the underlying issues impacting recruitment and retention must be addressed by ensuring decent work, building economic resilience and of course, addressing the global climate crisis.
11. The Government Vice-Chairperson said that the technical meeting was timely; connectivity and integrated transport networks formed the basis for economic development at the national and international levels. For some countries, aviation provided local and regional economies with development opportunities, while for others that were difficult to reach, air transport linked the local population and supply chains to the world. The COVID-19 pandemic had slowed the growth of the aviation industry, while increasing operating costs, with a particular impact on small island developing States. Skilled workers had been lost from the industry, training opportunities had been missed, and infrastructure had been affected. Significant investment in the sector was needed, yet resources were limited. International cooperation would be crucial for recovery.
12. To ensure safety, security, sustainability and resilience, governments were reviewing their legal and institutional frameworks to address the needs of the sector, in particular through employment creation, labour rights and training requirements, to ensure decent work. In the aftermath of the pandemic, more must be done to support the sector's enterprises and workers. Diversity challenges should be addressed, and safe and healthy working environments promoted through appropriate normative frameworks. Attention must be paid to sustainability, employee engagement and the future of work in the context of current drivers of change, including greening, the industry's cyclical nature and structure, changing demographics of the workforce, as well as technological development. Digitalization, the introduction of artificial intelligence, and the development of unmanned aircraft systems would have a profound impact on the employment outlook in the sector. The digital divide between developed and developing countries must be bridged, to ensure that no one was left behind. Social dialogue must be maintained and the right to collective bargaining respected.
13. New business models had significant implications for job security, safety and health at work, and attraction and retention of workers. Best practices and lessons learned in that regard should be shared. The Government group was committed to participating actively in the technical meeting in a spirit of constructive social dialogue to work towards ensuring a green, sustainable, equitable and inclusive economic recovery for the sector, and to fully harness its employment potential through decent work.
14. The Government representative of the United Kingdom of Great Britain and Northern Ireland said that the aviation sector was an important part of the United Kingdom's economy, providing some 230,000 jobs. Supporting the aviation workforce was therefore a priority for her Government. The sector faced significant challenges, including climate change, automation and digital transformation. Passengers in the United Kingdom had witnessed the workforce challenges that

had resulted from the COVID-19 pandemic, with disruptions to services across the country and Europe owing to a lack of ground staff and handlers. The Department for Transport had identified access to talent as a priority, as a result of which the “Generation Aviation” programme had been launched, in collaboration with industry and the charity sector to promote careers in aviation and remove barriers to access. The programme supported organizations working with young people and under-represented groups to raise awareness of employment opportunities in the sector. It provided training opportunities, worked with industry to understand the workforce challenges being faced, provided outreach and mentoring for young people, and gathered and analysed data from the industry. Collaboration and learning from the successes of others would be crucial.

15. A video message from the Secretary-General of the International Transport Forum was broadcast, in which he said that civil aviation was an industry of great economic significance, which, prior to the COVID-19 pandemic, had employed nearly 90 million people. Since 2020, however, job losses in the industry had been massive. As airlines were trying to rehire, they were finding that former staff had found employment in other sectors. The war in Ukraine had added further challenges. Aviation was also facing a fundamental structural challenge: how to reduce its carbon emissions without reducing the amount of flying. Aviation emitted 2.5 per cent of all energy-related carbon dioxide emissions. Decarbonization would require a transition to sustainable aviation fuels, the production of which must be scaled up. The scale up of those fuels afforded an opportunity for industrial development and the creation of green jobs. The International Transport Forum had a common interest group on decarbonizing aviation, and looked forward to working with the ILO on the labour aspects of that critical transition.
16. The Executive Director of the Air Transport Action Group (ATAG) said that for all the technology and engineering that characterized the aviation industry, the most fundamental and enduring aspect of the sector was the people. Aviation was an industry that connected families, business and trade, and operated through the dedicated commitment of 11 million direct employees worldwide. Already supporting nearly 90 million jobs in total, it was anticipated that by 2050, the industry would be transporting some 10 billion passengers per year and supporting some 180 million jobs globally. Many direct aviation jobs were passenger-facing and thus could not be done remotely; layoffs during the COVID-19 pandemic had resulted in challenges when trying to bring people back into the physical workforce in the post-pandemic recovery. With major demographic shifts predicted in the global population over the coming years, the available workforce was expected to shrink in many parts of the world. In the light of rapid technological development in the industry, automation and artificial intelligence, if used wisely, could be a vital support mechanism for workers. Working towards net-zero carbon in the industry by 2050 was a significant challenge, which would require global cooperation and joint efforts with other sectors, and ATAG’s core mission was to get the industry towards that key milestone in 2050. The aviation industry was, however, well equipped to ensure a just transition, without negatively impacting workers and jobs.
17. A representative of the International Air Transport Association (IATA) said that recovery from the COVID-19 pandemic, with its many associated challenges, afforded an opportunity to consider ways to build a more resilient, a more sustainable and more diverse and representative civil aviation sector. The IATA worked to improve understanding of the air transport industry among decision-makers, and to increase awareness of the benefits of aviation, as well as advocating for sensible and balanced regulation. The IATA developed global commercial standards upon which the air transport industry operated, and provided financial infrastructure (by settling for their members over US\$265 billion annually), critical training and data products. In 2023, global passenger traffic was expected to return to around 85.5 per cent of pre-COVID levels; while some economic recovery had been visible since the lifting of pandemic-related restrictions, work was

needed to put the global aviation industry on a solid financial footing. Building a greener, more sustainable, and inclusive future required airlines to be sufficiently profitable to attract the capital needed to drive the industry forward to decarbonization.

18. While it was natural to want to move forward, it was only a matter of time before the next pandemic or health emergency. Preparedness was therefore crucial. Government support was crucial; governments that had provided essential financial support to the sector during the pandemic had protected critical jobs and enabled airlines to continue to provide essential global connectivity, which had facilitated the distribution of vaccines and personal protective equipment. Good practices in that regard should be shared. To succeed, the industry must remain attractive: airlines must offer competitive pay and decent work, and must be representative of the communities they served. The IATA had prioritized efforts to increase airline gender diversity through its “25 by 2025” initiative, which aimed to increase the number of women in senior roles and under-represented jobs by either 25 per cent, or to a minimum of 25 per cent, by 2025. Lastly, maintaining the aviation sector’s remarkable safety record was a common concern for governments, industry and aviation workers alike. Growing threats of workplace violence, however, including physical and verbal assault of cabin crew and ground staff, must be addressed.
19. A video statement from the Director-General of Airports Council International (ACI) was broadcast, in which he said that ACI was the trade association of the world’s airports, which served 712 members operating in 1,925 airports in 171 countries. ACI worked with the ICAO on technical and strategic topics. It promoted airport excellence. There were currently over 11 million people directly employed in aviation, 60 per cent of whom worked in airports. The COVID-19 pandemic had affected the lives and livelihoods of that workforce. While travel had bounced back after restrictions had been lifted, it had done so faster than expected, creating bottlenecks across the industry. Travel demand was growing and to meet this challenge, the industry was being forced to rethink its employment strategy to attract and retain talent. The industry was also committed to seeking solutions to climate change. Aviation systems’ sustainability depended on actions taken to create better working conditions and investment opportunities. Continued and strengthened collaboration with partners both within and outside the industry, including governments and education institutions, was essential. The current technical meeting afforded an important opportunity to share information and views to ensure that economic, environmental and social sustainability were central to investment in the industry and the workforce.
20. The Executive-Secretary of the European Civil Aviation Conference (ECAC) said that ECAC brought together 44 Member States in Europe to promote the continued development of a safe, efficient, and sustainable European air transport system. Aviation generated millions of jobs worldwide, driving technological innovation, and enabling the mobility of citizens. The aviation sector had experienced an unprecedented downturn due to the COVID-19 pandemic. Despite the efforts of governments to provide financial support to the sector to allow it to retain staff and maintain infrastructure, the crisis had resulted in layoffs, bankruptcies and financial losses. The three main challenges for the sector’s recovery were: its financial fitness; the impact of new technologies on aviation jobs; and the ability to attract and retain a talented and skilled workforce. Financial fragility exposed by the COVID-19 crisis included debts for airports, loss of routes and markets for airlines, and other financial pressures, which hampered long-term investment in the industry’s transformation. Digitalization and the use of artificial intelligence were changing the face of the industry and impacting job profiles, potentially for the better. Education and continuous professional development would be needed to equip the workforce for the evolution of the sector and ensure professionalism and a safe, healthy working environment. Action should be taken to increase diversity and inclusivity in the sector, guaranteeing equal access to employment opportunities for under-represented groups and making aviation an attractive employment

prospect for all. Incentives to promote investment in new technologies, energies across the industry would allow for a sustainable recovery and a just transition. Social responsibility and environmental protection should be priorities, rooted in social dialogue.

II. ICAO update and information session

21. During the second plenary sitting, participants in the technical meeting were addressed by three representatives of the ICAO, who presented relevant aspects of the organization's work.
22. The Head of the Strategic Planning, Coordination and Partnership Office (Office of the Secretary-General) gave a presentation on the challenges and opportunities with regard to gender equality in aviation, highlighting that global results in gender equality were difficult to yield. The ICAO's latest country survey on the status of licenced personnel by gender painted a sobering picture. The participation of licenced female personnel in the aviation workforce had increased only very slightly from 4.5 per cent in 2016 to 4.9 per cent in 2021. The proportion of female pilots in service and globally licenced female aircraft maintenance engineers and technicians had increased marginally, and the number of women air traffic controllers had remained stable. Only 6 per cent of airline CEOs were women. The persistent gender gap resulted from cultural biases and stereotypes promulgated from early childhood and throughout education, and issues related to retention of girls in education, which limited the participation of girls and young women in STEM fields, as well as a lack of enabling policies and frameworks, and insufficient investment and financing to advance gender inequality in aviation. Unavailability of data hampered informed decision-making, policy-making and development.
23. Providing the background context for the ICAO Gender Equality Programme, she explained that the programme's four objectives were: to build capacity and enhance awareness around gender inequality; to enhance gender representation; to increase accountability; and to strengthen further engagement with external partners. In 2022, the ICAO Assembly, at its 41st Session, had unanimously adopted resolution A41-26, which called on the Organization to take the lead in support of gender equality in aviation, in line with the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women. The ICAO Gender Equality Programme Implementation Plan 2.0 had subsequently been built around the 17 indicators of the United Nations System-wide Action Plan SWAP, along with consideration of how they could be applied, and the United Nations system targets for gender parity by 2028 could be met, by the ICAO through mainstreaming gender equality and women's empowerment across all aspects of the Organization's work.
24. The Global Aviation Gender Summit, organized by the ICAO in collaboration with the ILO, the European Commission, UN Women and the OECD's International Transport Forum, would be held in July 2023, hosted by the Spanish Government in Madrid, Spain, and would afford an opportunity for all relevant stakeholders to consider how to enhance gender equality in a highly specialized sector, focusing not only on problems and challenges, but also on enablers, experiences and lessons learned. The Summit Programme was built around a variety of speakers including role models, young people and decision-makers, not only from aviation, but also from other sectors in a cross-sectoral approach. It would offer networking opportunities and the deliberations on translating ICAO Assembly resolution 41-26 into nine action-oriented components: aspirations and ambitions for moving beyond the status quo; promoting decent work; inclusive leadership and decision-making as agents of change; gender responsive policies and financing; STEM education and training; data imperative for action on gender equality; behavioural science in support of gender equality; overcoming biases: role models; advancing gender equality: State experiences; and industry perspective on goal setting. The Summit would culminate in the

adoption of a Call to Action, which would set out action-oriented measures and steps for course correction in aviation to narrow the gender gap.

25. A Facilitation Expert (Air Transport Bureau) described ICAO activities to support the aviation sector to recover from the impact of the COVID-19 pandemic. The ICAO, through its Council Aviation Recovery Task Force, had worked with Member States, partners and industry, to issue guidance on a safe, secure and sustainable restart and recovery of the aviation sector. The Task Force had worked through three phases, providing recommendations and guidance based on the needs of Member States and the industry. The conclusions of its work had been published in several reports, which were all publicly available. The ten key principles underpinning the work of the Task Force were: protect people through harmonized but flexible measures; work as one aviation team and show solidarity; ensure essential connectivity; actively manage safety-, security- and health-related risks; make aviation public health measures work with aviation safety and security systems; strengthen public confidence; distinguish restart from recovery; support financial relief strategies to help the aviation industry; ensure sustainability; and learn lessons to improve resilience. With facilitation at the forefront of its discussions, the Task Force had issued 20 recommendations, including on vaccinations, testing certificates, contact tracing and cross-border risk management.
26. A virtual High-level Conference on COVID-19, had been held in October 2021, attended by 129 Member States and 38 international organizations. Items on the agenda under the umbrella of facilitation had included: facilitating operational measures related to the pandemic; enhancing national coordination and international cooperation, in particular between public health authorities and aviation authorities; enhancing digital data sharing; identifying future approaches to the management of health-related facilitation measures, with discussions on passenger experience and monitoring implementation; and providing assistance in the event of aircraft and passenger incidents in the context of the pandemic. The Conference had culminated in the adoption of a Ministerial Declaration, through which ministers had committed to: support a multilayer, evidence-informed risk management strategy for international civil aviation; facilitate air transportation of vaccines, essential medical supplies and personnel; provide support, including economic and financial, for the aviation sector; ensure operational readiness of aviation personnel, as well as airworthiness of aircraft; and ensure the interoperability and mutual recognition of, and accessibility to, digital applications.
27. The ICAO Assembly, at its 41st Session in September 2022, had adopted resolution A41-11, comprising a declaration on air transport facilitation, which affirmed global commitment to enable the safe and efficient recovery of aviation from the COVID-19 pandemic and to make aviation more resilient in future. It urged Member States to consider harmonizing measures related to the COVID-19 status of travellers, adopt a policy of mutual recognition of health proofs, and conduct comprehensive risk assessments. It also requested that States: ensure coordination between civil aviation and health authorities to allow a seamless implementation of health-related provisions of Annex 9 to the Chicago Convention on International Civil Aviation (Chicago Convention); promote global interoperability of passenger processing; and support the development and implementation of innovative non-contact technologies and technological equipment. The Assembly had also adopted a consolidated statement of continuing ICAO policies related to facilitation (resolution A41-17) with respect to public health emergencies, national air transport facilitation coordination mechanisms, national aviation plans, preparation for a communicable disease outbreak posing a health risk, and digital issuance of vaccination certificates in line with the recommendations of the World Health Organization and ICAO specifications for barcodes.

28. Assembly Resolution A41-12 on maintaining health and sustaining safe international air transport during public health emergencies affecting air travel, directed the ICAO to strengthen its crisis management capacity, including by establishing a crisis response framework, and to explore means to formalize the governance of the ICAO Collaborative Arrangement for the Prevention and Management of Public Health Events in Civil Aviation (CAPSCA). The Arrangement was a voluntary, cross-sectoral, multiorganizational collaboration programme, established as a framework for collaboration between the aviation and public health sectors. Resolution A41-12 also called on the ICAO to engage with the World Health Organization and other relevant organizations to conclude formal collaboration agreements to strengthen CAPSCA and public health-related facilitation activities. Collaboration through CAPSCA enabled information and resources to be shared for the prevention and management of public health emergencies. The resolution also urged contracting States to develop a national preparedness plan for aviation which addresses Public Health Emergencies of International Concern and other public health emergencies in full compliance with ICAO Standards and Recommended Practices, Procedures for Air Navigation Services and the International Health Regulations (2005), and with the involvement of stakeholders including aviation medical experts, airport operators, aircraft operators and air navigation service providers.
29. An Associate Aviation Officer, Economic Development (Air Transport Bureau) provided an overview of ongoing work by the four ICAO Panels on Economic Development of Air Transport, established by the Air Transport Committee of the ICAO Council: the Air Transport Regulation Panel, the Aviation Data and Analysis Panel, the Airport Economics Panel, and the Air Navigation Services Economics Panel. The Terms of Reference of the Air Transport Regulation Panel included four major tasks: making progress towards a Convention on Foreign Investment in Airlines; examining the benefits and challenges of liberalization and barriers to opening market access; monitoring the progress of liberalization and the emerging issues of general interest to Member States and developing updated policy guidance as and when necessary; and undertaking other tasks assigned to it by the ATC. The panel had established four working groups to fulfil those tasks, all of which were fully operational and would continue to meet throughout 2023. The Aviation Data and Analysis Panel comprised three working groups: a multidisciplinary working group on long-term traffic forecasts; an expert advisory group to develop a methodological framework on aviation satellite account; and aviation competitiveness working group tasked with developing a global competitiveness index. The work of all three groups was under way and was periodically reviewed.
30. The Airport Economics Panel and the Air Navigation Services Economics Panel had held several joint meetings, and functioned through five working groups, the first of which on environmental performance had completed its work and issued recommendations. The remaining four working groups were still in progress, tasked with: reviewing the ICAO's policies on charges for airports and air navigation services; identifying sustainable funding for States' oversight functions; exploring cost recovery for meteorological and space weather services; and working on the economic aspects of unmanned aircraft systems and potential cost recovery.
31. The Worker Vice-Chairperson thanked the representatives of the ICAO for their presentations, and particularly recognized the work done by the Council Aviation Recovery Task Force during the COVID-19 pandemic to give aviation workers, in particular aircrew, priority access to vaccines, which had doubtless contributed to the safety of those working through the pandemic. Efforts to harmonize the guidance from the health sector and from aviation authorities had been invaluable. The Task Force's recommendation on measures to address the issue of disruptive passengers was also particularly helpful. The Workers' group underscored the importance of decent work, as a foundation for resilience against future health crises. The ICAO's work on gender equality was

also very welcome. Recognizing and overcoming structural barriers to women's participation in the industry was particularly crucial.

III. Point by point discussion

Discussion of point 1

What are the challenges and opportunities that the civil aviation sector faces now and in the future for the promotion of full and productive employment and decent work, and as a result of climate change, technological advances and other drivers of change?

32. The Worker Vice-Chairperson said that decent work deficits were bad not only for workers, but also for business, and constituted a barrier to full employment. In several cases, walkouts of poorly paid workers had resulted in huge losses for companies and cancellation of airport operations. Worker retention posed a challenge when liveable wages were not offered; resulting shortages in staff had intensified fatigue and stress for remaining aircrew. Fatigue was a major concern for cabin crew and workers across the industry; flight times, duty periods and rest were critical for flight safety. Violence at work was also a significant issue: in the first half of 2022 there had been 4,242 reported incidents of violence by disruptive passengers.
33. Ending violence and harassment in the world of work, including access to a safe commute and decent sanitation, would contribute to removing the barriers that prevented women from joining the industry. Women's employment in traditionally "male" jobs must be fostered. Their care roles should be recognized, financial assistance for training should be provided, and uniforms for work should be appropriate and inclusive. Gender-based occupational segregation constituted a form of discrimination; jobs traditionally done by women tended to be lower paid, with worse working conditions, and were being replaced by automation and digitalization. Technology, however, should never undermine safety; standards should be constantly heightened to make the industry safer than ever before. Collective bargaining would promote a full assessment of new technology and protect against the misuse of data. Measures must be taken to monitor data processes and algorithms to ensure that they did not facilitate discrimination against workers or passengers.
34. Significant investment would also be required to meet sustainability goals. The industry was facing the impacts of climate change and extreme weather conditions. True tripartism would be critical to meet those challenges. Civil aviation workers were regularly denied their fundamental right to freedom of association, and their right to strike in particular, often through extreme restrictions. Outsourcing continued to have major consequences for collective bargaining. Challenges to decent work could be addressed through collective bargaining, social dialogue and genuine tripartism.
35. According to the Employer Vice-Chairperson, the COVID-19 pandemic had given rise to a range of challenges for the civil aviation sector, with significant implications for promoting full and productive employment and decent work, as well as for addressing the impacts of climate change. In many regions, the pandemic had accelerated a decline in workforce participation. Furthermore, the aviation sector was facing a demographic shift, as a significant number of workers were due to reach retirement age. Staff shortages were expected to remain a trend; attracting and retaining younger talent constituted a challenge for the industry. According to forecasts, global passenger traffic would double by 2037, and reach 19 billion passengers by 2041. A strong and diverse workforce would be needed to accommodate that demand. Diversity, equity, and inclusion were vital to ensure the attractiveness and accessibility of the aviation industry for a broad range of employees and to build a creative and representative workforce.

36. The aviation sector was constantly evolving; new technologies and innovation were emerging with the potential to transform the industry, bringing a change in the demand for skills, and opportunities for job transitions and job creation. The aviation ecosystem was increasingly complex and multifaceted: increased technological support would allow workers to focus more narrowly on inherently human activities and those that required social skills. Jobs would need to be redesigned, as different skills and knowledge would be needed. The globalization of the aviation sector constituted an opportunity to create more diverse and inclusive workplaces, as well as a challenge for labour standards and regulation. Globalization also meant that coordinated action was needed when facing global emergencies: fragmented decision-making during the pandemic had resulted in significant instability in the industry. The pandemic had highlighted the sector's vulnerability to economic shock and disruption. Preparedness and resilience would require innovative approaches and planning.
37. Safety and security should remain top priorities for the industry at all times; in the context of staff shortages and high turnover, particular attention must be paid to ensuring that standards were not lowered and that staff received adequate training. The reduction in staff available to meet demand in the industry was affecting working hours, and leading to increased fatigue and ill-health. Mental health of crew and ground staff also required attention, in particular through measures to eliminate all forms of violence and harassment in the workplace, including that inflicted by unruly passengers. Lastly, the environmental impact of the industry must be addressed. While efforts to decarbonize had a significant financial impact on aircraft operators, environmental sustainability could contribute to preserving and increasing jobs, provided that appropriate public policies were in place to support the transition.
38. The Government Vice-Chairperson said that it was important to define the scope of the occupations being included in the discussion during the technical meeting. The Office report focused on air traffic controllers, airline staff, airport employees working in aviation, those working in maintenance, repair and overhaul, and ground handling staff. Manufacturing, however, was not included, despite being critically linked to maintenance, owing to its distinct working conditions and regulatory frameworks. The COVID-19 pandemic had created new challenges and exacerbated existing issues with regard to employment and working conditions across the civil aviation sector. Recovery was uneven and incomplete. The cost and time required for recruitment and training were impeding the return to pre-pandemic employment levels. Lack of harmonization of labour and social standards across the industry hampered the realization of decent work, and continued to present challenges for safety.
39. Gender inequality and a lack of diversity in the industry had resulted in women being under-represented in certain professions and had contributed to a significant gender pay gap. Women could face systemic exclusion from some roles, as well as discrimination, gender bias, and gender-based violence and harassment. Occupational safety and health challenges were also significant, including those related to fatigue, stress and personal safety concerns. Measures to strengthen occupational safety and health should go hand-in-hand with measures to improve aircraft and flight safety, since the two aspects were interrelated and mutually reinforcing.
40. Climate change also posed several challenges to the industry. The environmental impact of aviation hampered the industry's attractiveness for current and future employment. A just transition towards cleaner and more sustainable practices would allow the industry to continue to be an engine for the creation of decent work and good quality, sustainable jobs. Technological developments, such as digitalization, the introduction of artificial intelligence, and the development of unmanned aircraft systems, would have a profound impact on the employment outlook in the sector. Legislation and regulation would need to be adapted accordingly, and the digital divide between developing and developed countries must be bridged to ensure that the

industry left no one behind. With commitment, social dialogue and regulatory action by governments, all of the challenges facing the industry could become opportunities to build sustainable and decent employment.

41. The Government representative of the United States said that civil aviation was a key sector for achieving a just environmental transition and a critical vehicle for the creation of decent work and good quality jobs. The industry was projected to grow. Labour supply was an ongoing change, which had been exacerbated during the COVID-19 pandemic; recruitment and retention of staff was a significant challenge. Training should be offered, adapted to the new realities of the industry and jobs should be offered with high health and safety standards, respect for fundamental rights at work and the right to collective bargaining. Two-tiered workforces and subcontracting had resulted in a significant decrease in safety standards and terms and conditions of work. Governments and employers must address those issues and promote quality jobs, to raise the attractiveness of the industry to prospective employees. Civil aviation employees often faced uncertainty with regard to their social security entitlements, subject to different legal regimes, which undermined employment standards and exacerbated inequity. In the case of the maritime sector, the Maritime Labour Convention, as amended (MLC, 2006) stipulated that seafarers were subject to social security legislation in their country of residence. No such multilateral treaties or agreements addressed the rights of workers in civil aviation.
42. Intersections between forced labour and human trafficking were found in all modes of transport, including aviation. Public-facing workers should be equipped to recognize and report suspected instances of trafficking in persons to the appropriate authorities. A comprehensive policy for addressing all aspects of trafficking in persons was required across the aviation industry, not only for reporting incidences, but also to ensure data collection, information sharing, public awareness raising and victim support.
43. The Worker Vice-Chairperson welcomed the convergence of the views of the constituents on the principal challenges facing the civil aviation sector, particularly with regard to ensuring diversity and equal access to work, addressing fatigue and the resulting safety issues, recognizing the link between occupational health and safety and operational safety, consistency and continuity in regulation between countries, tackling violence against aviation staff, ensuring that the uptake of new technologies was subject to collective bargaining to ensure that they did not undermined decent work and employment, and using the just transition as an opportunity to support post-pandemic recovery with a focus on decent work. The Workers' group was proud that its representatives in the United States had fought hard to recognize and report human trafficking, through training for cabin crew and ground personnel, which had led to ICAO guidelines and standards on the matter. Lastly, her group welcomed the reference to the MLC, 2006, as a model for standard-setting and consistency in regulation that was enforceable and could contribute significantly to decent work.
44. The Employer Vice-Chairperson highlighted the importance of social dialogue during times of crisis, which was instrumental for securing a balance in the relations between the social partners. His group particularly emphasized the importance of ensuring that technological developments were accompanied by balanced consideration for the protection of workers and the stability of the sector. His group cautioned against comparisons with the maritime sector, which had its own specificities.
45. The Government Vice-Chairperson welcomed the significant overlap in the comments from the social partners, which boded well for positive discussions.

Discussion of point 2

What policies, measures and practices have worked, what has not worked well, and what needs to be done to ensure a safe and healthy working environment and a just transition to a future of work that contributes to sustainable development in its economic, social and environmental dimensions?

46. The Employer Vice-Chairperson said that the rapid response to the COVID-19 pandemic had saved jobs and incomes, supported companies and enabled resources to be redeployed. Safety management systems and training had reduced occupational safety and health risks. Incentives for using sustainable aviation fuels and energy-efficient technologies had reduced the environmental impact of aviation operations. Social dialogue, with the support of international partners, had resulted in policies and regulation to promote a safe and healthy working environment, and had been crucial to agree on temporary measures to adapt to the COVID-19 crisis situation. Flexible work arrangements and outsourcing could build resilience and safeguard jobs, provided they were well regulated.
47. With regard to less successful measures, fragmented decision-making and inconsistent application of policies and measures during the pandemic should be rectified in preparedness for future crises. Staff shortages resulting from restrictions and layoffs had left the industry unable to meet the rapidly rising post-pandemic demand for air transport. The sudden increase in demand had meant longer hours worked by remaining staff, thereby increasing occupational safety and health risks. Lack of diversity and inclusivity in the industry had led to a de facto gender and race pay gap. Policies and regulations to ensure adequate skilling of the workforce were lacking. Cross-border recognition of skills and competencies could also be improved, in particular to ensure that migrant workers had the same adaptability and capacity for resilience as national workers. Governments should pay particular attention to the green transition of all infrastructure surrounding airports, not only air travel.
48. Crisis preparedness should be bolstered throughout the civil aviation sector in a whole-of-government approach, with appropriate training and upholding relevant international standards. Steps should be taken to improve the attractiveness of the industry to increase recruitment and retention of workers. An enabling environment for building sustainable enterprises must be fostered, based on macroeconomic policies to promote sustainability, with clear plans for financial support to be deployed in the event of an emergency. Steps should be taken to promote diversity and inclusivity in the industry, particularly in leadership positions, and every effort should be made to eliminate all forms of violence and harassment against workers. Occupational safety and health standards must be upheld. Governments, and employers' and workers' organizations could work together to strengthen the professionalization of aviation roles by fostering access to academic qualifications and ensuring qualification portability for easy transfer between employers or countries.
49. Optimizing and increasing air traffic control and air space efficiency could improve policy coherence, reduce emissions and cut costs. Investment in decarbonization, in particular through the development and use of sustainable aviation fuels and energy-efficient technologies was required to reduce the industry's environmental impact; government must take measures to support and accelerate a just transition. Best practices should be shared, and practical advice should be evidence-based; the ILO and ICAO could ensure that the lessons learned from the pandemic were shared globally. The use of social dialogue should be optimized to find common solutions to crises, focusing on joint projects with common priorities. Labour and skills shortages must be addressed in a collaborative manner, with measures to optimize talent retention,

increase the level of training and qualification of workers, and support the sustainable development of the industry.

50. The Worker Vice-Chairperson said that flight and duty times were not intended to protect workers, but rather to guarantee air safety. There were no consistent international regulations on working time in aviation. Furthermore, issues relating to working hours and fatigue were not restricted to aircrew: ground handling workers were typically outside aviation safety management systems and working-time regulations designed to ensure the protection of workers. The Workers' group was concerned about the long-standing normative gap with regard to working time and rest for workers in the aviation sector. A safe and healthy working environment was one of the fundamental principles and rights at work; the ILO must support the implementation of ICAO policies on non-punitive reporting and safety management systems. Creating an environment to allow workers to raise issues without reprisals was key. Furthermore, to ensure the safety of workers in aviation and make it attractive to a diverse range of workers, genuine tripartite engagement was needed to address the unacceptable but significant issue of disruptive passengers. Good examples were available from Italy and Brazil, which could serve as models, and the Violence and Harassment Convention, 2019 (No. 190) must be the foundation for action.
51. Decent work was the key to improving the attractiveness of the industry and overcoming the current crisis of recruitment and retention of workers. An assessment was needed of terms and conditions of employment, workers' rights and occupational health and safety, to ensure a genuine attractiveness of work in the sector. Non-standard forms of employment, in particular subcontracting, affected occupational health and safety and could impede a unified emergency response. For cross-border workers, challenges arose owing to complexities in working relationships between countries of origin, airline registration, residence and contracting agency location. Disjointed regulatory and legal environments resulted in fragmented decision-making, which could only be overcome through the consistent application of international labour standards, from which aviation workers were regularly excluded. The MLC, 2006, could offer important inspiration in that regard.
52. Strong collective bargaining and social dialogue should underpin aviation's economic, social and environmental development. Technology should only be introduced to improve and enhance safety and safety management. Risks regarding surveillance, rights violations and negative safety implications should be resolved through collective bargaining and social dialogue. Gender equality and diversity in the workforce must be a priority, and could only be achieved by guaranteeing decent work. Implementation of all aspects of the Decent Work Agenda was key to the sustainable development of the industry. Lastly, climate change was affecting millions of aviation workers, impacting the safety of operations on the ground and in the air. Tripartite social dialogue in aviation would be needed to agree on the modalities of a just transition that would make the industry more attractive to new generations of workers. Workers could contribute significantly to the climate response through their extensive knowledge of all aspects of the industry and its functions. They should be at the forefront of efforts to seek solutions. Strong coordination at the global level was needed to ensure a safe, equitable and human-centred approach to the transition to a decarbonized aviation industry. Sustainability could only be achieved globally. The aviation industry should take inspiration from the Just Transition Maritime Taskforce, established by the ILO, the International Maritime Organization and social partners.
53. The Government Vice-Chairperson said that effective social dialogue structures facilitated the development of appropriate policies and practices to ensure a safe and healthy working environment and a just transition. Human-centred policies and strategies in response to the COVID-19 pandemic had been the most effective for preserving good quality employment and recovering decent work opportunities. The preservation of employment, coupled with worker-

centred social protection, could support the civil aviation industry, especially in times of crisis. Revenue sources must, however, be diversified to guarantee employment. Continuity planning for times of crisis was essential and must be done through social dialogue. Worker safety must be a goal in itself, and must support the objective of flight safety. In that regard, it was essential to address fatigue, stress and work-life balance. Data gathering and transparency could help identify the interventions needed. Collective bargaining was also essential for establishing appropriate working conditions and updating the regulatory framework. A human-centred just transition to carbon neutrality would require a balanced approach to investment both in technology and in workers. The COVID-19 pandemic had shown the importance of aviation as a mode of transport, including for medical and other supplies necessary in crisis situations.

54. The lack of a coherent policy approach in general during the pandemic, coupled with inconsistent policymaking in the aviation sector, exacerbated by poor communication, had undermined decent work in the civil aviation industry. The pandemic had highlighted the complexities for workers whose employment contracts had been concluded in countries other than where they were domiciled. Self-employment had also impeded access to emergency social protection measures. Coherence and alignment in access to social protection across borders were essential for workforce resilience. Worker retention had not been prioritized, and layoffs during the pandemic had resulted in difficulties in recovering the workforce. Short-term decision-making that failed to invest in human capital had hampered recovery and damaged the reputation of the industry as a generator of good careers. Increasing use of subcontracting complicated and undermined collective bargaining, and the patchwork approach to employment regulation in an international sector had made it difficult to determine which regulatory frameworks applied. Policies to address gender imbalances in employment in civil aviation had long been lacking and must be actively addressed. Similarly, efforts must be made to promote diversity, equity and inclusion, including for persons with disabilities and workers from disadvantaged or under-represented groups. Decent work conditions must also be guaranteed for ground handlers, who were facing extreme weather conditions at airports, caused by climate change.
55. Recovery and growth strategies must be human-centred. The flow of information between disparate agencies should be harmonized to ensure policy coherence; regular dialogue was essential. Safety measures that prioritized both flight safety and occupational safety and health should be implemented. Approaches to digitalization should maximize efficiency, while protecting workers' privacy and with data protection guarantees. The benefits of digitalization should be enjoyed by employers and workers alike. Government policies should support industry investment in human capital, including through registered apprenticeship programmes and paid learning schemes that could connect the workforce with employers, bridge skills gaps and create career entry points. International cooperation on a just transition should be enhanced, and efforts made to bridge the digital divide and redress inequities between developed and developing countries. Comprehensive, innovative and integrated approaches were required to prevent the spread of informal work. Lastly, international cooperation, including collaboration between the ILO and ICAO, should be strengthened, in particular for the benefit of small island developing States.
56. The Government representative of Argentina said that since 2020 it had been updating Argentina's regulation on hours of work and hours of rest, cognizant of the strong links between occupational health and safety and flight safety. The regulations were being revised in a collaborative, tripartite approach, with input from the National Aeronautical Institute. Consensus had been reached, and the new regulation had been adopted, including a provision on non-punitive reporting. In 2021, the effects of the pandemic on the industry had become fully visible, and social dialogue had prevailed with the conclusion of two important collective agreements on

measures to promote the recovery of the industry. The industry had recovered well at the national level, and was growing. International standards also had a key role to play. Every effort should be made to work together for the industry's global recovery and growth.

57. The Government representative of France welcomed the points of convergence between the parties, which were coming to light in the course of the discussion, in particular on gender equality and the role of women in the aviation sector and the need for heterogeneity in the measures taken, supported by international standards. Decarbonization was also crucial and required the most inclusive approach possible; the work done in that regard in the maritime sector could provide a valuable example. Decarbonization was not just a question of the survival of the industry but of the survival of humanity.
58. The Government representative of the United States said that in the United States, cabin crew and ticketing agents faced violence and harassment at work, caused by disruptive passengers. In 2021, the Federal Aviation Administration had adopted strict legal enforcement policies against unruly passengers had been adopted, to take legal action against any member of the public who assaulted, threatened, intimidated or interfered with airline crew members. As a result, the rate of incidents involving unruly passengers had dropped by 60 per cent. Reporting of safety issues had, in some cases, resulted in retaliation. Reprisals could be prevented by fostering a just culture. During the COVID-19 pandemic, the United States had used a payroll support programme, under which US\$59 billion had been allocated to the domestic aviation industry for the continued payment of more than 640,000 employees' salaries and benefits. Employment levels in the industry had now surpassed those of 2019. That programme could serve as a model of best practice for aviation industry support in times of international crisis. With regard to the right to strike, the United States Government believed that it was inherent in the ILO Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87). Lastly, digitalization and automation could foster efficiencies, yet they bore risks related to breaches of privacy and embedding bias. Tripartite dialogue was therefore needed to ensure that decent work was promoted at all times.
59. The Government representative of Austria said that Austria had a long-standing practice of solving employment issues through social dialogue and the conclusion of collective agreements. In the context of aviation, the Ministry of Transport and Ministry of Labour had established a platform for social dialogue exchanges on topics of concern. During the COVID-19 pandemic, a temporary reduction in working hours had been instituted to reduce costs, while keeping workers in employment. The measure had enabled a swift recovery after restrictions had been lifted. While measures at the national level worked well, measures with cross-border implications were more complex. Work and rest times, and labour inspection, were particularly problematic in that regard. Disparities between safety regulations and labour regulations were also concerning. Self-employment was increasingly common, with work from home preventing labour inspection.
60. The Government representative of Trinidad and Tobago said that small island developing States faced the additional challenge of brain drain. Policies must be put in place to help those States mitigate the loss of trained and qualified staff. During the pandemic, interministerial committees with aviation industry representation had enabled the voice of the aviation sector to be heard during policy-making discussions in the effort to mitigate the impact of the pandemic.
61. The Employer Vice-Chairperson, with regard to working time and rest periods for flight crew members, recalled that the ICAO standards and recommended practices on the matter were detailed in the Annex 6 to the Chicago Convention. While those standards and recommended practices were not legally binding, they were intended to serve as a guideline for Member States to develop their own policies and regulations on working time and rest periods for flight crew

members, and ensure their implementation. The particularities of the sector made a unified approach difficult, and flexibility therefore remained key at national and company levels. Social dialogue was also crucial. Secondly, he recalled that there was no agreement on what constituted “non-standard forms of employment”, and emphasized that the use of the term stigmatized diverse forms of working relationship that had in fact proven positive to the resilience and prompt recovery of the aviation sector. Models for the retention of workers should be developed in the context of the relevant legal frameworks and decent work, when appropriately regulated to ensure the protection of workers. A further assessment of how ILO standards were applicable in the sector could be useful, in cooperation with other relevant stakeholders in the sector to better understand where gaps occurred.

62. The Worker Vice-Chairperson agreed that gaps should be identified, and that keeping workers employed and providing economic support for job retention had been the key to a successful recovery and should be the basis for any future policy for crisis response. The Workers’ group appreciated the Government group’s recognition of the importance of collective bargaining and of the link between flight safety and occupational health and safety. Collective bargaining should indeed be the basis for updating regulatory frameworks. Policy coherence at the national and international levels would be essential to ensure that workers were protected. Precarious work, including cross-border and multi-party contractual arrangements threatened occupational safety and health and warranted further study. She drew attention to the recommendations of the Joint Action Group to review the impact of the COVID-19 pandemic on the world’s transport workers and the global supply chain.
63. The Workers’ group agreed that technological advances should be to the benefit of employers and workers alike. Technological innovation and digitalization required social dialogue and collective bargaining, and would be crucial to a just transition. The ILO, ICAO and social partners all had crucial roles in the decarbonization of the industry, and the green transition. Best practices should be shared and replicated; the Maritime Just Transition Taskforce could serve as an example. Action must be taken to promote the recruitment of aviation workers to keep pace with the predicted increase in air traffic.
64. A collaborative approach to labour shortages would be essential; redressing the gender balance would automatically increase the workforce. Decent work deficits must be eliminated by taking a coherent approach to the complex network of regulations and practices across jurisdictions. Informality and precarious work could only be addressed by global standards that addressed the realities of employment in aviation. The gender and race pay gap must be bridged, and the industry must be made accessible to all, including workers with disabilities. The Workers’ group was concerned that some fatigue risk management systems, as referred to in Annex 6 to the Chicago Convention, were not applicable to all workers and should be extended to staff maintaining and working around the aircraft. Lastly, violence and harassment in the workplace did not only refer to abuse by passengers, but extended to all forms of violence and harassment in the workplace and on the commute to and from work.
65. The Government Vice-Chairperson welcomed the significant amount of agreement between the parties, in particular on climate, violence and harassment, gender equality and formal employment standards based on the principles of decent work.

Discussion of point 3

What recommendations should be made for future action by the International Labour Organization and its Members (governments, employers' and workers' organizations) to promote decent and sustainable work in order to shape the recovery and restore growth in the civil aviation sector beyond the COVID-19 pandemic?

66. The Worker Vice-Chairperson recommended the convening of a future meeting of experts to develop a code of practice on recruitment and retention of aviation workers and the promotion of opportunities for women in aviation. It should include a section on recruitment with provisions on: measures to promote the attractiveness of the sector; career development, education skills and life-long learning; apprenticeships; the employment relationship and contracting models; and recruitment practices. A section on retention should focus on: fundamental principles and rights at work, remuneration, social protection and working conditions; career mobility and transferrable qualifications and skills; and workplace issues including occupational safety and health, discrimination and unequal access to jobs, violence and harassment, and the impacts of new technologies and climate change on the sector. A further section on promoting opportunities for women workers could cover: gender-based occupational segregation and discrimination; gender-responsive occupational safety and health, including personal protective equipment, women's health, sanitation rights and maternity-related matters; and eradicating gender-based violence and harassment in the workplace.
67. Given the lack of an international labour standard for the aviation industry, and the exclusion of aviation workers from the scope of many international labour standards, and the impact of the lack of regulation on worker retention and the sustainability of the industry, a normative gap analysis should be conducted. The analysis would explore gaps in the personal scope of application of international labour standards, thematic gaps and implementation gaps. Subjects for review should include fundamental principles and rights at work; sector-specific occupational safety and health risks; violence and harassment; employment relationship and contracting models; minimum terms and conditions of work; termination of employment; recruitment, training and licensing fees; social protection; grievance mechanisms; labour inspection; and the cross-border nature of international civil aviation.
68. The ILO, together with the ICAO and social partners, should explore the possibility of establishing an aviation just transition taskforce, based on the maritime example. The taskforce would seek to strengthen and coordinate collaboration between governments, industry, workers, trade unions, employers' organizations and academia towards a safe, equitable and human-centred transition towards a decarbonized aviation industry. It could be supported by a global industry peer learning group, through which global partners could engage in strategic dialogue on the topic of aviation just transition, to ensure that no aviation worker would be left behind.
69. The ILO should also develop best practice guidance on occupational safety and health in the civil aviation sector, in cooperation with the ICAO, covering occupational safety and health responsibilities, management systems, reporting and investigation, workplace committees, training, identification of labour-related occupational safety and health risks and their causes, and labour inspection. Cooperation with the ICAO should be further strengthened in line with the 2022 agreement on cooperation; the agreement must be extended beyond 2027. The ILO should also promote the ratification and effective implementation of international labour standards, ILO declarations, instruments and tools relevant to the sector, and strengthen the capacity of constituents to respect, promote and realize the fundamental principles and rights at work. It should disseminate best practices, collect data, and provide guidance on social protection in the

sector. Lastly, it should conduct regional meetings and workshops on relevant topics for constituents.

70. ILO Member States, in cooperation with workers' and employers' organizations, should: promote decent work for all aviation workers, in particular, by guaranteeing that all workers enjoyed the right to collective bargaining; promote civil aviation as a public good and foster decent and sustainable work in aviation; address the risks and challenges posed by new technology in the sector; support the recovery and growth of civil aviation and employment in the sector through macroeconomic and industrial policies, including sustainable funding models, and responses and recovery plans and policies to help restore confidence and stability in civil aviation after the COVID-19 pandemic; promote the creation, attraction and retention of decent work opportunities; and boost women's employment in the sector by promoting measures and actions to alleviate gender-specific obstacles to employment; and ensure adequate working conditions and safety and health at work and extend social protection to all aviation workers.
71. Governments must adopt, implement and effectively enforce national laws and regulations to ensure that fundamental principles and rights at work and ratified international labour Conventions applied to all workers in the civil aviation sector, also taking into account their obligations under other international labour standards. Labour inspection systems should be well-resourced, both financially and in terms of human resources, equipment and training. Governments should also engage in sustainable procurement practices in line with relevant international labour standards. Lastly, public and private aviation sector companies should respect human rights in line with the three pillars of the United Nations Guiding Principles on Business and Human Rights and the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy.
72. The Employer Vice-Chairperson said that governments should invest in training and skills enhancement for the new workforce. While many jobs in aviation did not have qualification portability. Ensuring transferable skills and competencies across the industry would improve its attractiveness, provide career paths, reduce staff turnover and offer internationally standardized and recognized skills. Education and academic schemes should be developed in collaboration with academia and employers, to render the industry more attractive and engaging, and boost diversity and gender equality, while also guaranteeing the safety of the industry. A labour market needs assessment should be conducted, along with measures to identify the evolution of aviation workers' roles in line with technological development and innovation. The ILO could provide support in that regard.
73. During the pandemic, governments had introduced economic measures to enable companies and airports to continue supporting part of their workforce and workload. Some longer-term financial help should also be considered, pending the sector's full recovery. An impact assessment and comparative analysis of the measures taken should be conducted; the ILO could work with governments and the ICAO to produce a compendium of best practices focused on policy coherence and efficiency. Financial barriers to training should be addressed, and measures taken to boost the employment of under-represented groups in the industry. The ILO should offer guidance on measures that could be taken, without duplicating existing efforts, such as IATA's gender diversity work and ICAO resolutions.
74. The mental health impacts of the pandemic should not be forgotten. Measures to address violence and harassment against airline crew should be assessed, and their application broadened to cover ground services workers. Contractual arrangements should be developed through social dialogue, against a backdrop of decent work. The ILO, in collaboration with the ICAO, could conduct a comprehensive assessment of gaps in labour standards. ICAO

recommended practices covered topics such as global flight time limitation rules, standards for air traffic control, and airport security screening working hours. Duplication of existing global regulation should be avoided. The ILO, ICAO and governments should work together to keep standards up-to-date, efficient and coherent, and governments must implement them effectively. Diverse forms of employment and contracting, including outsourcing, when managed under existing regulatory frameworks, allowed the sector to deliver services and fill skills gaps, while remaining sustainable. The flexibility facilitated by such arrangements had prevented major disruptions to business and kept workers active during the pandemic.

75. The aviation industry needed inclusive growth, innovation, productivity and response mechanisms based on lessons learned and best practices. Macroeconomic policies, including investments and financing to support business sustainability, were required for the industry to recover. Policy measures and mechanisms to maximize business stability would be essential to enable companies to plan and manage their human resources and operations. Such measures should combine growth- and future-oriented solutions, as well as crisis preparedness strategies and long-term recovery plans, based on social dialogue and a whole-of-government approach. Interagency coordination and cooperation between aviation industry actors must be enhanced. Governments should establish dedicated working groups to address matters such as skills development, training, gender diversity and tailored incentives for the industry.
76. The Government Vice-Chairperson said that the ILO and ICAO should strengthen cooperation in three areas: gender equity; decent and sustainable work; and data collection. Decarbonization should be added as a further area of common concern. Information should be shared on measures taken towards meeting the long-term aspirational goal for international aviation of net-zero carbon emissions by 2050, as adopted by the 41st ICAO Assembly. The ILO and its constituents should take measures to close the gender gap, end discrimination at work and promote the participation of women in aviation. The ILO's participation in the Second Global Aviation Gender Summit was therefore welcome. With regard to the future of decent and sustainable work in aviation, the ILO and ICAO should establish a joint mechanism, in consultation with governments, industry and labour experts, to work towards harmonization of labour and social standards. Addressing the issue of the just transition, in line with the experience in the maritime sector, would require collaboration between agencies with different competencies and authorities at the national, regional and international levels.
77. The ILO should work with governments and international financial institutions to develop appropriate policies for the sector to help retain skilled workers in times of economic crisis. It should intensify its focus on occupational safety and health and promote measures to address key concerns, such as fatigue management, gender-based discrimination, and violence and harassment in the workplace. The just transition would require decent work and good quality jobs. Workers should be included in discussions on planning the transition, and must be given the support and skills needed to thrive in a decarbonizing economy. To that end, the ILO should support skills development and lifelong learning. It should facilitate exchanges of best practice and lessons learned, and should continue to be a source of authoritative research and data. It should keep a compilation of good examples of policies and other measures taken to support continuity of operations during times of crisis. The Government group agreed with the social partners that the ILO should assess the applicability of existing international labour standards to the civil aviation sector.
78. ILO Member States should develop strong frameworks for continuity of operations through social dialogue and stakeholder consultations. Crisis response frameworks should prioritize employment retention and safe operations. Robust skills frameworks and innovative training programmes were also required, to develop human capital. Ongoing collaboration at the

international level was needed to share best practices and research in occupational safety and health. Data collection and transparency were essential for evidence-informed policymaking. Governments should respond appropriately to diverse contracting models and employment arrangements to ensure that workers were not inadvertently or unfairly excluded from social protection schemes, and could exercise their fundamental rights at work. Gender equity should be a priority, and governments should commit to evaluating and overcoming the gender divide, and addressing gender discrimination. In the absence of instruments specific to the sector, governments should give effect to the fundamental principles and rights at work and ILO Convention No. 190. Sustainable aviation initiatives, including the uptake of renewable energies and sustainable aviation fuel, and measures to upskill and reskill workers to equip them for the transition, should be incentivized.

79. Lastly, the social partners should continue to engage authentically in social dialogue and collective bargaining to identify ways to improve working conditions in the sector. They should continue to foster a “just culture”, in which workers were encouraged to report issues relevant to safety, without fear of reprisals.
80. The Government representative of France supported by the Government representatives of Austria, the Netherlands and Portugal, welcomed the reference to the ICAO’s long-term aspiration goal, which was set out in resolution A41-21, entitled “Consolidated statement of continuing ICAO policies and practices related to environmental protection – Climate change”. The resolution was particularly important and all governments should commit to its implementation.
81. An observer from the Government of Spain said that, during the COVID-19 pandemic, Spain had taken measures which had demonstrated the effectiveness of social dialogue in various areas, including wages, working conditions and social protection. The Government considered democracy at work to be a key priority, and therefore encouraged collective bargaining and the inclusion of workers in decision-making processes. Social dialogue was essential to ensure that employer and worker representatives from the aviation sector participated in the formulation of measures to enhance employment, including with regard to education, training and technological development. Lifelong learning and continuous training were essential to guarantee a workforce that met the competency needs of such a specialized sector. Gender equality in all aspects of work, and the elimination of violence and harassment, were key priorities for the Government, which had ratified ILO Convention No. 190. Good labour governance must be rooted in decent work; labour inspection was essential. The Spanish Government supported the suggestion to establish a joint ILO–ICAO mechanism to identify legislative gaps and work on harmonizing labour social protection standards and their application in the civil aviation sector, with a view to guaranteeing decent and sustainable work.
82. An observer from the Government of Algeria said that any mention in the draft conclusions of implementation of ICAO resolution A41-21 should be accompanied by a reference to its compatibility with national legislation.
83. The Worker Vice-Chairperson, with regard to non-standard forms of employment and contract work, drew attention to operative paragraph 17 of the resolution concerning inequalities and the world of work, adopted by the International Labour Conference at its 109th Session (ILC.109/Resolution XVI). The Workers’ group supported the Government group’s suggestion to add a fourth area of common concern – decarbonization and a just transition – to the agreement between the ILO and ICAO. Lastly, the ILO had an important role to play in ensuring occupational safety and health in the aviation sector. A normative gap analysis must be conducted, especially in view of the enhanced cooperation between the ILO and ICAO, to identify gaps and prevent duplication of effort. In law and in practice, some categories of workers were excluded from

protection. Occupational safety and health was a fundamental right, and issues such as fatigue would become security issues and causal factors for serious accidents if not addressed appropriately. The ILO Hours of Work (Industry) Convention, 1919 (No. 1), left air transport out of its scope. Workers must be protected. The ILO must work with the ICAO to ensure decent work and occupational safety and health.

84. The Employer Vice-Chairperson encouraged the Office to draft the proposed conclusions of the technical meeting based on the points of convergence in the discussions.
85. The Government Vice-Chairperson welcomed the fact that all three groups had emphasized the need for training and skilling in the sector, the importance of gender equity, the importance of ensuring occupational safety and health, and the need to examine gaps in protection, in particular the need to address the exclusion of ground handling staff, who are often the most vulnerable to extreme weather conditions.

► Consideration and adoption of the draft conclusions and recommendations

86. At its third sitting, and in accordance with the provisions of article 13 of the [Standing orders for technical meetings](#), the meeting set up a Working Party to prepare draft conclusions taking into account the various views, proposals and suggestions made during the discussion in the meeting (TMGCAS/2023/7).
87. The Working Party was chaired by the Chairperson, Mr M. Norddahl (Worker, Iceland), and was composed of the following members:

Government members

United States	Ms C. Drake Ms J. Goodyear (adviser)
France	Mr B. de Lacombe
Switzerland	Mr A. Triverio
Thailand	Mr S. Benjanirat Mr A. Insuwan (adviser)
Trinidad and Tobago	Mr F. Regis Mr F. Pearson (adviser)
Zambia	Mr P. Mulola Ms C. Mulenga Chikolwa (adviser)

Employer members

Vice-Chairpersons:	Mr E.S. Torky (Egypt) Mr M. Abbott (Canada) Mr C. Gutiérrez Laguna (Peru) Mr Perera Chameel (Sri Lanka) Mr Kevin Kraham (United States) Ms Mukwehwa Nester (Zimbabwe)
Advisers:	Mr L.R. Morales Vélez (IOE) Mr R. Marinkovic (IOE) Ms E. Villet (IOE)

Worker members**Vice-Chairpersons:**

Ms S. Nelson (United States)
 Mr E.A. Llano (Argentina)
 Ms D. Modonesi (Italy)
 Mr S. Purvinas (Australia)
 Mr O. Richardson (United Kingdom)
 Mr B. Shury (IFALPA)

Advisers:

Ms M. Llanos (ITUC)
 Mr R. Subasinghe (ITF)
 Mr G. Mocho Rodríguez (ITF)
 Ms R. Chatterjee (ITF)

88. The draft conclusions on the promotion of decent work to shape a green, sustainable and inclusive economic recovery for the civil aviation sector (TMGCAS/2023/8), as revised by the working party, were submitted to the meeting for adoption at its fifth sitting.

Conclusions and recommendations on the promotion of decent work to shape a green, sustainable and inclusive economic recovery for the civil aviation sector

Introduction

Proposed paragraph 1

89. Paragraph 1 was approved.

Challenges and opportunities experienced in the civil aviation sector for the promotion of full and productive employment and decent work

Proposed paragraphs 2 and 3

90. Paragraphs 2 and 3 were approved.

Proposed new paragraph after paragraph 3

91. The Government Vice-Chairperson thanked the Workers' and Employers' groups for having accepted the paragraph on gender equality, which was an important topic for all members of the Government group.
92. Paragraph 3 *bis* was approved.

Proposed paragraph 4

93. The Worker Vice-Chairperson said that her group could only accept the amendments proposed by the Employers' group, made during the deliberations of the working party on conclusions, which involved deleting several elements from the list of safety and health hazards, provided that those issues were referenced directly elsewhere in the conclusions.
94. The Government Vice-Chairperson agreed, and said that its approval of the Employers' group's proposed amendments to paragraph 4 would be contingent on the meeting's acceptance of the Government group's proposed addition of a new clause after paragraph 17(g), which referenced the link between the work of the ILO and ICAO on safety and health in the aviation industry.

95. In light of the discussion on and subsequent approval of paragraph 17(g *bis*), paragraph 4 was approved, as amended.

Proposed paragraph 5

96. Paragraph 5 was approved

Proposed paragraph 6

97. The Worker Vice-Chairperson presented a compromise text, agreed by a small, informal tripartite group that had met after the working group on conclusions, to consult on elements of the draft conclusions where consensus had not been reached. The informal group had agreed to revise the paragraph to read, "Structural change in terms of ownership, operations and the consolidation, and adoption of new business models and practices (including ownership and control in countries other than the State of registry) constitutes features of the industry that could have an impact on employment and labour protection and may represent a challenge for regulatory oversight and enforcement. Dealing with these specificities of the sector in a coherent manner, in the policy, regulatory and practice spheres, can advance decent work in the sector and overcome safety and health, and inspection challenges."
98. Paragraph 6, as amended by the informal tripartite group, was approved.

Proposed new paragraph after paragraph 6

99. Paragraph 6 bis was approved.

What needs to be done to ensure a safe and healthy working environment and a just transition to a future of work that contributes to sustainable development

Proposed paragraphs 7 to 12

100. Paragraphs 7 to 12 were approved.

Recommendations for future action by the International Labour Organization and its Members

Proposed paragraphs 13 and 14

101. The working party on conclusions had agreed to merge paragraph 14 into paragraph 13.
102. Paragraph 13 was adopted as amended.

Proposed new paragraph after paragraph 14

103. The Government Vice-Chairperson said that there had been some discussion during the working party on conclusions regarding whether States should "adopt", "provide for" or "secure" adequate policy and regulatory frameworks. The Government group would prefer "provide for".
104. It was so agreed.
105. On the advice of the Secretary-General of the meeting the word "States" was replaced by "Governments".
106. Paragraph 14 *bis* was approved as amended.

Proposed paragraph 15

107. Paragraph 15 was approved.

Proposed new paragraph after paragraph 15

108. Paragraph 15 *bis* was approved.

Proposed paragraph 16

Proposed chapeau

109. The chapeau was approved.

Proposed clauses (a) to (c)

110. Clauses (a) to (c) were approved.

Proposed clause (d)

111. At the recommendation of the working party on conclusions, proposed clause (d) had been split into two clauses and each had been revised.

112. Clauses (d) and (d *bis*) were approved.

Proposed clauses (e) to (k)

113. Clauses (e) to (k) were approved.

Proposed new clause after clause (k)

114. Clause (k *bis*) was approved.

115. Paragraph 16, as a whole, was approved.

Proposed paragraph 17

Proposed chapeau

116. The chapeau was approved.

Proposed clauses (a) and (b)

117. Clauses (a) and (b) were approved.

Proposed new clause after clause (b)

118. Clause (b *bis*) was approved.

Proposed clauses (c) and (d)

119. Clauses (c) and (d) were approved.

Proposed clause (e)

120. Following a lack of consensus in the working party on conclusions, a small, informal tripartite group had met and had agreed to revise the clause, after “opportunities and challenges”, to read, “, and undertake an analysis of the extent of application of international labour standards to civil aviation;”.

121. Clause (e) was approved as amended.

Proposed clause (f)

122. Following a lack of consensus in the working party on conclusions, a small, informal tripartite group had met and had agreed to revise the clause, after “decide on any further”, to read, “strategic actions, steps and opportunities for tripartite cooperation;”.

123. Clause (f) was approved as amended.

Proposed clause (g)

124. Following a lack of consensus in the working party on conclusions, a small, informal tripartite group had met and had agreed to revise the clause, after “with a view to”, to read, “informing further action by the ILO, including the possibility of convening a meeting of experts or any other intervention to address these matters;”.

125. Clause (g) was approved as amended.

Proposed new clause after clause (g)

126. Following a lack of consensus in the working party on conclusions and in the small informal tripartite group, there were two proposals on the table for a new clause after clause (g). The Employers’ group proposed that the clause should read, “collaborate with ICAO, through consultation with tripartite constituents and within the ILO-ICAO Agreement, on the priorities and challenges of effective civil aviation industry labour and social standards, key occupational safety and health concerns;”. The Government group proposed that the clause should read, “collaborate with ICAO to work towards recognizing the need for effective and social standards specifically as it pertains to aviation, including on key occupational safety and health concerns, such as work and rest times, fatigue management;”.

127. Following informal consultations, the Employer Vice-Chairperson said that his group, in a spirit of flexibility and compromise, wished to amend the Government group’s proposal by adding, in the first line after “ICAO”, the words “through consultation with tripartite constituents and within the ILO-ICAO agreement”, and subsequently replacing the word “recognizing” by “evaluating”. It wished to delete the “including”, and “, such as work and rest times, fatigue management”. His group could accept that wording, contingent on the adoption of paragraph 4 with its proposed amendments.

128. The Government Vice-Chairperson thanked the Employers’ group for its flexibility and understanding. Her group could accept the proposed addition, but could not accept the deletion of the words “including” and “such as work and rest times”. Those matters were particularly important and should be mentioned specifically in the conclusions of the technical meeting. Since it was proposed to delete the list of key occupational safety and health issues from paragraph 4, a minimum list should be included in the new clause. The focus on work and rest times had been removed from the rest of the document and must be reflected.

129. The Worker Vice-Chairperson agreed. She cautioned that the conclusions must not undermine the ILO-ICAO agreement, which was directly referenced in the clause under discussion. The word “including” before “on key occupational safety and health” should therefore be reinstated.

130. The Employer Vice-Chairperson suggested replacing “such as” (before “work and rest times”) by “including”.

131. The Government Vice-Chairperson appreciated the spirit of compromise in the room and suggested “particularly”, rather than “including” before “on key occupational safety and health concerns”.

132. The Worker Vice-Chairperson and the Employer Vice-Chairperson agreed to that proposal.

133. Clause (g *bis*) was approved as amended.

Proposed clauses (h) and (i)

134. Clauses (h) and (i) were approved.

Proposed new clause after clause (i)

135. Clause (i *bis*) was approved.

Proposed new clause after clause (i bis)

136. Clause (i *ter*) was approved.

137. Paragraph 17, as a whole, was approved as amended.

Appendix I: Non-exhaustive reference list of ILO instruments, declarations and guidance, and other international instruments and guidance to advance decent work in the civil aviation sector

Title

138. The title was approved.

International Labour Standards

Fundamental Instruments

139. The list of fundamental instruments was approved.

Governance (priority) Instruments

140. The list of governance instruments was approved.

Technical Conventions

141. The list of technical conventions was approved.

Technical Recommendations

142. The list of technical recommendations was approved.

Declarations

143. The list of declarations was approved.

Other international instruments and guidance

144. The list of other international instruments and guidance was approved.

145. Appendix I, as a whole, was approved.

Appendix II: Non-exhaustive reference list of civil aviation resources that have an incidence on labour and social matters

Title

- 146. Following a discussion on the meaning of the expression “have an incidence on”, the Worker Vice-Chairperson suggested deleting the words, “that have an incidence”.
- 147. It was so agreed.
- 148. The title was approved as amended.

Conventions

- 149. The list of Conventions was approved.

ICAO guidelines, manuals and resolutions

- 150. The list of ICAO guidelines, manuals and resolutions was approved.

ICAO useful resources

- 151. The list of ICAO useful resources was approved.
- 152. Appendix II, as a whole, was approved.
- 153. The technical meeting unanimously adopted the Conclusions and recommendations on the promotion of decent work to shape a green, sustainable and inclusive economic recovery for the civil aviation sector (TMGCAS/2023/9), as a whole, as amended.

* * *

Geneva, 28 April 2023

(Signed) Mr Magnús NORDDAHL
Chairperson

► Closure of the meeting

The Secretary-General of the meeting said that social dialogue had prevailed once more. She congratulated the Officers of the meeting, the members of the working party on conclusions and all participants in the technical meeting.

The Employer Vice-Chairperson thanked all those who had contributed to the work of the technical meeting, in a spirit of compromise. The conclusions, adopted by the meeting, would provide valuable guidance to all stakeholders in ensuring a sustainable future for the civil aviation sector. He expressed particular gratitude to the Chairperson and his fellow officers, and all those from the Office who had worked diligently to facilitate the smooth-running of the meeting.

The Worker Vice-Chairperson underscored the importance of the outcome of the technical meeting, and thanked the world’s aviation workers who had trusted the meeting to come to valuable conclusions for the future of the sector. The Workers’ group expressed gratitude to the Chairperson and the other officers of the meeting, for their leadership and spirit of flexibility throughout. The Office had

done invaluable work to facilitate the meeting and create the environment for a successful outcome. The conclusions recognized the urgency to address gender equality and discrimination in the aviation industry, and the importance of acknowledging the link between occupational health and safety and operational safety. The Workers' group acknowledged the sacrifice of colleagues who had lost their lives in service to the industry and in exercising their right to organize, and paid particular tribute to colleague and friend, Alex Dolorosa, a prominent trade unionist in the Philippines who had been murdered two days previously.

The Government Vice-Chairperson thanked all participants in the meeting and in particular her fellow officers of the meeting, for their engaged and constructive participation. The Government group expressed its appreciation to everyone from the Office who had facilitated the technical meeting.

The Chairperson, thanking the Office for its support, and all participants in the meeting, in particular the Vice-Chairpersons, for the collaborative spirit which had prevailed over the deliberations, declared the technical meeting on a green, sustainable and inclusive economic recovery for the civil aviation sector closed.