

ENAC@umni

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THE STRENGTH OF A GLOBAL COMMUNITY



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EDITO



Dear ENAC Alumni Members,

The spirit of openness and the willingness to collaborate have always been the pillars of our community. ENAC Alumni is much more than just a network: it is a family, a place for sharing, and above all, a bridge between professional and geographical horizons. Today, as the world becomes increasingly interconnected, the importance of our international networks is revealed with greater intensity.

ENAC graduates stand out in diverse sectors and regions spanning the Americas to Asia, Europe to Africa. Our international networks not only offer professional opportunities but also serve as a global showcase for our institution. They embody the dynamism, excellence, and camaraderie of ENAC Alumni.

These networks are managed by passionate and committed individuals. It is with an immense gratitude that I wish to highlight today the exceptional work of the leaders of these international “networks -chapters.” Through your dedication, initiatives, and creativity, you allow ENAC Alumni to connect, collaborate, and engage in future-oriented discussions

about the evolution of air transport in your respective parts of the world.

Every meeting, seminar, and international exchange helps enrich our network and strengthens ENAC’s position at the heart of global challenges and innovations. Furthermore, I encourage each of you to show your support and share your ideas with the international groups.

Thanks to our chapters, our Alumni - whether located in Singapore, Montreal, Yaoundé, or Geneva - feel connected to a strong and supportive community.

A heartfelt thank you to the international leaders for your outstanding commitment, professionalism, and contagious energy. A special thank you also to Gaël LE BRIS (IENAC 07), the orchestrator of these networks. With you and your remarkable energy, the ENAC Alumni network shines brighter than ever, together.

With all my gratitude,

*Marc HOUALLA (IENAC 82 & IAC 89)
President of ENAC Alumni*



ENAC ALUMNI: THE STRENGTH OF A GLOBAL COMMUNITY

Founded in 1987, our association now has 30,000 members all around the world. The international development of ENAC Alumni is evident in its expansive network of over 50 chapters. We have reached global coverage a few years ago, which means that any member can find a point of contact -either a chair or a liaison- regardless of where they come from, where they live, or where they have projects. These local chapters serve as vital hubs, organizing events, facilitating networking, and supporting the professional journeys of alumni within their respective regions.

These groups, organized by a community of amazing volunteers,

create a strong sense of community and facilitate collaboration on a regional and global scale. The annual International Day of the Chapters (started in 2022) further underscores the association's commitment to its worldwide presence, celebrating the diversity and achievements of its international membership.

Among our ambitions across the network for this year, we want to re-energize a few chapters, keep developing The State of the Air in other parts of the world, foster direct collaboration between think tanks and chapters, and continue the conversation on the future of aviation.

The strength of the ENAC Alumni

network lies in its ability to connect professionals across all sectors of civil aviation and beyond. Graduates occupy key positions in airlines, airports, air navigation service providers, aircraft manufacturers, and regulatory bodies.

Connecting the dots within and outside the ENAC Alumni community fosters a unique environment for knowledge sharing, career advancement, and the development of innovative solutions for the challenges facing the aviation industry. The association facilitates this through various initiatives, including online platforms, mentoring programs, job postings, and networking events, both in-person and virtual. Our growing corporate networks further strengthen these connections.

ENAC Alumni's contribution to civil aviation is multifaceted. Our association engages in thought leadership through its various think tanks which produce influential reports on the future of air transport. The Future of Airports: A Vision of 2040 and 2070 is an example of how our think tanks and our chapters collaborate to deliver outstanding analyses. These initiatives contribute to shaping the future of aviation by addressing critical issues like sustainable aviation, air transport development, and technological advancements. By fostering a strong global network and actively engaging in the evolution of the field, ENAC Alumni serves as a crucial force in driving progress and ensuring the continued strength and innovation of civil aviation worldwide.

I would like to take this opportunity to recognize the contribution of some of our amazing volunteers around the world. Last December:

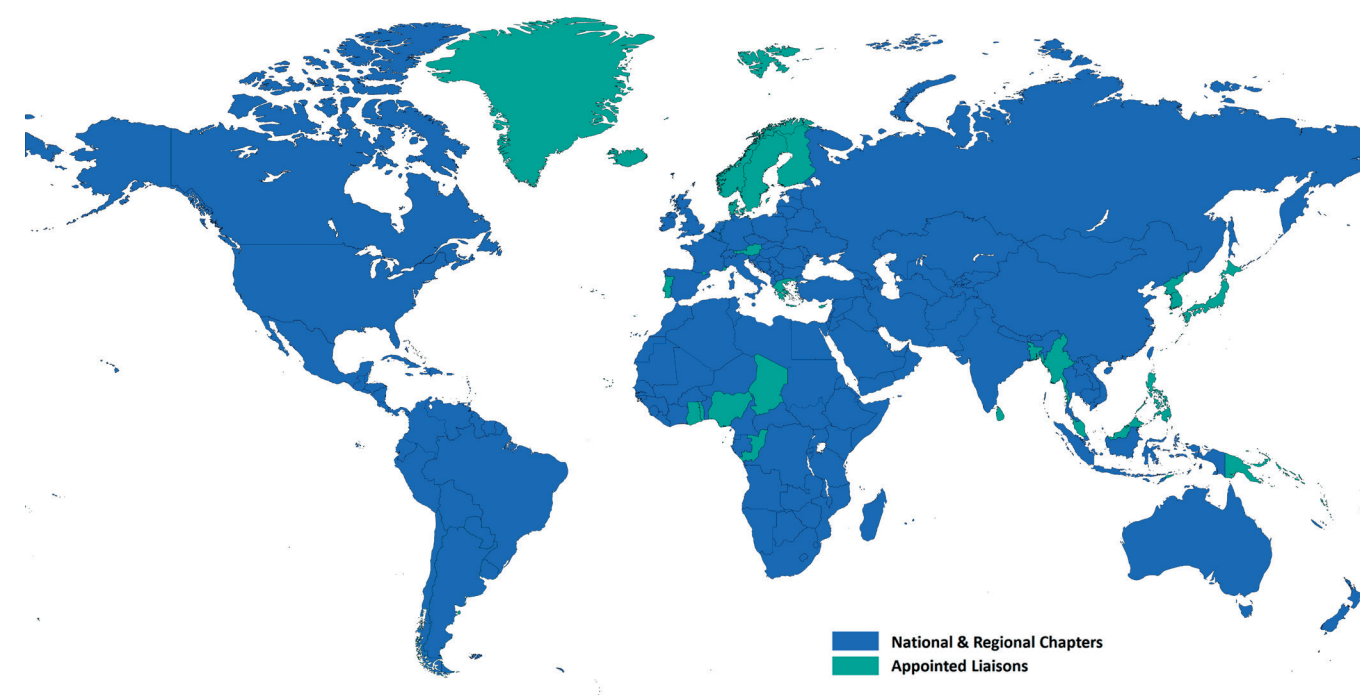
- Stojanche GJORCHESKI (IATSED 19) was elected Chair of the Year by his peers. He is the Chair of ENAC Alumni CEEC and of

the Digital Transformation Think Tank, and he is also very active with ENAC Alumni Canada -all of this while pursuing his Doctorate.

- Glawdys Flora AKETE OYONO (MS AM 19), who already had this honor a few years ago, deserves to be mentioned in this issue for her outstanding work on coordinating the first ever State of the Air master class series outside of Paris. She was the driving force behind the State of the Air Africa held in July 2024 in Yaoundé, Cameroon which was a very successful event.

So many alumni dedicate time to making our chapters, their programs, and their activities a success all year long. You will learn more about these people and what they have achieved for ENAC Alumni in the next articles. I hope they will convince you to become active members!

*By Gaël LE BRIS (IENAC 07),
International development manager
ENAC Alumni*





OCCITANIE CHAPTER: A STRATEGIC LINK

The ENAC Alumni Occitanie Chapter serves as a strategic link between the school, its alumni and the aeronautical world.

As the beating heart of the French aeronautical industry, the Occitanie region is home not only to a unique economic ecosystem, driven by giants such as Airbus, ATR and Thales, but also to one of the sector's most emblematic schools: the École Nationale de l'Aviation Civile (ENAC). In addition to ENAC's main campus and several centers, the DGAC has also established national entities here, including the Directorate of Technology and Innovation (Direction de la Technique et de l'Innovation - DTI) and a branch of the Civil Aviation Technical Service (Service Technique de l'Aviation Civile - STAC). Within this

exceptional ecosystem, the ENAC Alumni Occitanie Chapter plays a central role, as a network catalyst, a local player and key partner for students and recent graduates.

A position at the core of aeronautical innovation

Based in Toulouse, but open to initiatives and developments throughout the region, the Occitanie Chapter benefits from a unique position in an area where the aviation of tomorrow and disruptive technologies are being created.

This geographical location gives it a unique ability to unite graduates working across all sectors of the industry: engineering, operations, regulation, research, sustainable development and more.

The Chapter plays an active role in connecting alumni and companies by organizing professional meetups, technical visits and networking events with major players in aeronautics and aviation. These interactions help to showcase ENAC expertise and strengthen graduates' presence in the local ecosystems.

A natural bridge with ENAC

The geographic and historical proximity to the School allows the Chapter to maintain strong ties with teachers, researchers and, of course, students. Throughout the year, the Chapter launches numerous initiatives to support students in their journey - mentoring, career conferences, mock interviews and intergenerational afterworks.

This natural companionship between alumni and future graduates fosters a strong sense of promotion spirit and belonging that defines the richness of the ENAC Alumni network. It also better prepares students for the challenges of entering a constantly evolving sector.

A privileged link with the association's staff member

The Occitanie Chapter also relies on close collaboration with the permanent staff member of ENAC Alumni. Based in Toulouse, she plays a key role as facilitator between the volunteer teams, students, ENAC's administration and the association's headquarters, as well as local partners. This direct connection allows for enables high responsiveness in organizing events, personalized support for local initiatives, and greater visibility of the Chapter's actions at the national level. This human

and operational proximity strengthens the network's effectiveness and anchors the Chapter at the heart of the association's life.

Appointment of a new Chair

If you follow us on the social media, you've probably seen the news about the appointment of Jean-Michel BIEL (IENAC 94) as the new Chair of the Occitanie Chapter. He invites all those interested (whether in the Toulouse area or elsewhere in the Occitanie region) to join the Chapter and to participate in or even help organize the next upcoming event!

By Julie CABANEL (IENAC 05)



Our participation at AirExpo 2025

On 29 April, Catherine BONNET (IENAC 95), Deputy Treasurer of ENAC Alumni, and Jean-Michel BIEL (IENAC 94), Chair of the association's Occitanie Chapter, attended the inaugural evening of the 2025 AirExpo airshow, organised by a team of students from ENAC and ISAE-SUPAERO.

The evening took place in the superb "Salle des Illustres" of Capitole in Toulouse, in the presence of many students and partners of the event.

Alongside speeches by Mrs Agnès PLAGNEUX BERTRAND, Deputy Mayor of Toulouse and Vice-President of Toulouse Métropole, and Messrs Nicolas CAZALIS (UTA 19), Deputy Director General of ENAC, and Romain RIGOLLET (IENAC 24), President of AirExpo 2025, our two representatives had the opportunity to talk to Mr Philippe PERRIN, French astronaut and test pilot, Honorary President of Airexpo 2025, about the issues and challenges facing aeronautics.

After this prestigious appetiser, Jean-Michel BIEL (IENAC 94) and Paul LEPAROUX (IENAC 67) represented the association at the meeting held on 9 May at the Muret-Lherm airfield, which was officially renamed 'Aérodrome Clément Ader' during the meeting. With a joint booth with ENAC, our two emissaries were able to talk to many Alumni of all ages present at the meeting (organisers, volunteers or visitors), with potential future Alumni (or parents of potential future Alumni) but also friends or children of Alumni who had fun looking up their colleagues or parents in our directory.

All in all, a very successful event despite a smaller line-up than last year and rather threatening weather. Well done to our ENAC students and their colleagues from ISAE-SUPAERO!

By Jean-Michel BIEL (IENAC 94)



PARIS-ILE DE FRANCE CHAPTER: AT THE HEART OF THE CAPITAL WITH OUR ALUMNI

This year, the ENAC Alumni community in Paris kept its members' hearts beating with a series of dynamic and increasingly unifying events. Let's take a look back at some of the highlights!

Afterworks designed by Alumni, for Alumni

In a spirit of closeness and co-creation, an afterwork was held in November at La Félicité. It featured an original icebreaker game based on anecdotes from life at ENAC or the early careers of participants - a fun and effective way to build connections across alumni generations!

And since you, the Alumni, set the tone for the community, a survey was launched to collect your ideas for events

in Paris (or elsewhere!). Want to suggest an activity, share a great idea, or lend a hand with organizing? This form is also there to identify enthusiastic people ready to get involved. Don't hesitate to fill it out and share it with your network!

An evening to celebrate the 30,000th Alumni

On June 19, more than 200 Alumni gathered at Belushi's Canal, just steps from the Canal de l'Ourcq, for a special evening celebrating the symbolic milestone of the 30,000th ENAC Alumni.

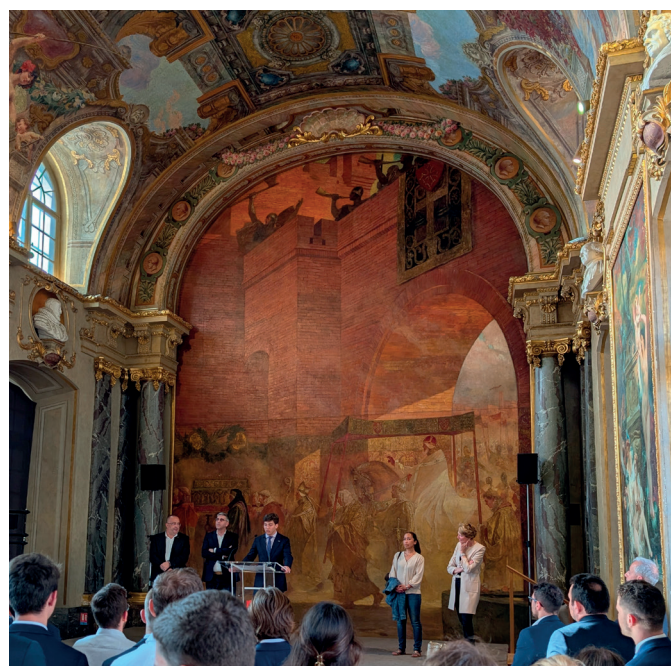
Scheduled alongside the Paris Air Show, this event brought together a wide cross-section of the aerospace community, with many alumni now working at ADP, Thales, Air France, Vinci, Corsair, Airbus, Transavia,

Dassault, MBDA, and many other sector companies.

Highlights included inspiring speeches by Olivier CHANSOU (IENAC 85), Director General of ENAC, Marc HOUALLA (IENAC 82 & IAC 89), President of ENAC Alumni, Jean-Noaël LAVAL (IENAC 81), Director of the ENAC Foundation, and Pascal de IZAGUIRRE, CEO of Corsair, who spoke about career paths, ambitions, and the power of the ENAC network.

A testimonial video was also shown, highlighting the diversity of Alumni journeys and the influence of our network across the aviation sector.

Living the ENAC Alumni experience in Paris: friendly, unifying, and inspiring Events



The video featured messages from Florian GUILLERMET (IAC 95), Executive Director EASA, Yannick ASSOUD, Executive Vice-President, Avionics & Thales Executive Committee Member, Anne RIGAIL, DG Air France, Justine COUTARD, DG Déléguée Groupe ADP, Yannick MALINGE, SVP, Chief Product Safety Officer AIRBUS, or Patrick KY (IAC 89), CEO, International Centre for Aviation Innovation, among others -all emphasizing the strength and cohesion of the ENAC Alumni network in key industry companies Innovation (you can watch this video on the ENAC Alumni youtube channel).

The evening continued with a buffet, informal networking moments, ambient music, and a DJ set by Celestin HUGUET (IENAC 21) that closed this festive gathering in a warm and friendly atmosphere.



ENAC Running Club: run, meet, share!

Aviation isn't the only passion that brings ENAC Alumni together! Many also share a love for running. With that in mind, the ENAC Alumni Running Club was born - a sporty and social initiative to unite alumni through running and shared experiences. The club took its first steps in January with a kickoff run in Paris. To know more about the club, visit the network section of this magazine.

To conclude...

Between afterworks, sporting initiatives, and co-created upcoming events, the ENAC Alumni community in Paris is showing more energy and engagement than ever. These shared moments highlight the human and professional richness of our alumni. And this is only the beginning - whether you're a recent graduate or a long-standing Alumni, don't hesitate to join the movement, share your ideas, or simply come enjoy a friendly moment together.

The future of the network is built with you!

*By Jules LANGJAHR (IENAC 20),
Chair of the Paris/IDF Chapter*



**BENELUX :
THE CREATION OF A NEW CHAPTER**

At the close of 2024, we reached a significant milestone with the establishment of the ENAC Alumni Benelux Chapter, an initiative designed to unite alumni from three countries - Belgium, the Netherlands, and Luxembourg.

We, Teodora GRECU (DNM IATOM 22), En-Route Operations Performance Specialist at Skeyes, Brussels, Belgium, and Bertina HO-MOCK-QAI (IENAC 85), DSNA CEO Strategic Advisor, proudly spearheaded this initiative.

Vision

Our vision is to develop the chapter by facilitating engagement with industry leaders and promoting professional development. We aim to establish the group as a key player in the Benelux

region, showcasing the value of ENAC programs and their impact on the future of aviation, while creating opportunities for the next generation of professionals.

Chapter inauguration and future plans

The formal establishment of the Benelux Chapter took place in December 2024, followed by an inaugural gathering in January, which laid the foundation for a dynamic and impactful community. In the future, the Chapter's activities will include webinars featuring both internal and external speakers, as well as social events aimed at strengthening the bonds among alumni.

Aware of the importance of collaboration, we strongly encourage alumni to share their ideas for activities to help shape the future of the Chapter.

To support this process, we will soon organize brainstorming sessions to gather feedback and refine the Chapter's plans.

Call to action

The success of the ENAC Alumni Benelux Chapter relies on the active participation of its members. All alumni from the Benelux region are invited to join this exciting journey, share their ideas, and encourage others to get involved. Let's work together to create a thriving community that will leave a lasting impact on the aviation industry in the region!

*By Bertina HO-MOCK-QAI (IENAC 85)
and Teodora GRECU (DNM IATOM 22),
Chairs of the Benelux Chapter*



FIRST EDITION OF THE ETATS DE L'AIR IN AFRICA: A PROMISING SUCCESS FOR CIVIL AVIATION IN CENTRAL AND WEST AFRICA

In 2023, ENAC Alumni set the goal of organizing the “Etat de l’Air in Africa,” with Cameroon being chosen as the host country due to its dynamic and active network chapter.

Following the enthusiastic agreement from Madame ASSOUMOU KOKI (IENAC 85), Director General of the Cameroon Civil Aviation Authority (CCAA), this unprecedented event was held on July 4, 2024, in the ceremonial hall of the CCAA training school. It brought together aviation leaders from Central and West Africa to discuss key challenges facing air transport in the region.

This inaugural ceremony will be etched forever in memory, especially in the ceremonial hall of the CCAA training school, where aviation leaders from

Central and West Africa convened to take stock of civil aviation in the region.

An iconic gathering for the aviation industry

This major event allowed local, regional, and international players in the aviation industry to come together to discuss critical topics, exchange ideas on future regional and international challenges, and inform the public about key issues.

The event featured representatives from crucial stakeholders, including:

- Local and regional participants: Airports of Cameroon, Abidjan, Dakar Blaise Diagne, ASECNA, local training centers, the Regional Office of ICAO, and the Agency for the Supervision of

Aviation Safety in Central Africa.

- International participants: ACI World, ACI Africa, and CANSO Africa.

Four strategic themes addressed

Discussions revolved around four major issues for African aviation: air safety and sustainable development, decarbonization in Africa, passenger experience and airport competitiveness, and human resources challenges.

For each of the themes around which the day's four conferences were held, the following summary conclusions emerged.

1. Air safety and sustainable development: continuously addressing safety challenges to ensure sustainable growth of air transport in Africa is essential. Strengthening supervision systems, navigation infrastructure, and regional collaboration remains critical. While progress has been made, such as the implementation of CEMAC's community regulations, challenges persist in enforcement as well as enhancing mechanisms for collaboration among stakeholders in the air safety chain.

2. The African aviation sector facing carbon neutrality challenges and opportunities: despite Africa's relatively small contribution (2% of global air traffic), the region must invest in decarbonization, particularly through initiatives involving sustainable aviation fuels (SAF) and reducing operational footprints. Considering the projected increase in air traffic, along with opportunities presented by decarbonization trends, it is vital to bolster initiatives that position Africa within the SAF production chain while continuing to implement measures to reduce carbon footprints in aviation operations.

3. Central and West African airports facing current and future challenges: what levers can boost competitiveness? enhancing passenger experience, now a key criterion for evaluating airport facilities, drives non-aeronautical revenue growth and reflects the vision of governments for their infrastructure. While airports like Dakar and Abidjan serve as models, others still need to evolve. Improving the passenger experience not only increases extra-aeronautical revenues but also showcases the state's commitment to presenting key airports as national gateways.

4. Human resources challenges in Africa's civil aviation sector: the demand for skilled technical personnel is significant and growing, requiring retention strategies, promotion of aviation careers among young people, and easier access to financing for training -an issue that remains a major bottleneck in the region.





A successful first edition with foundations for future progress

This first edition was praised for the quality of discussions and diversity of participants, offering rich and constructive perspectives for African air transport.

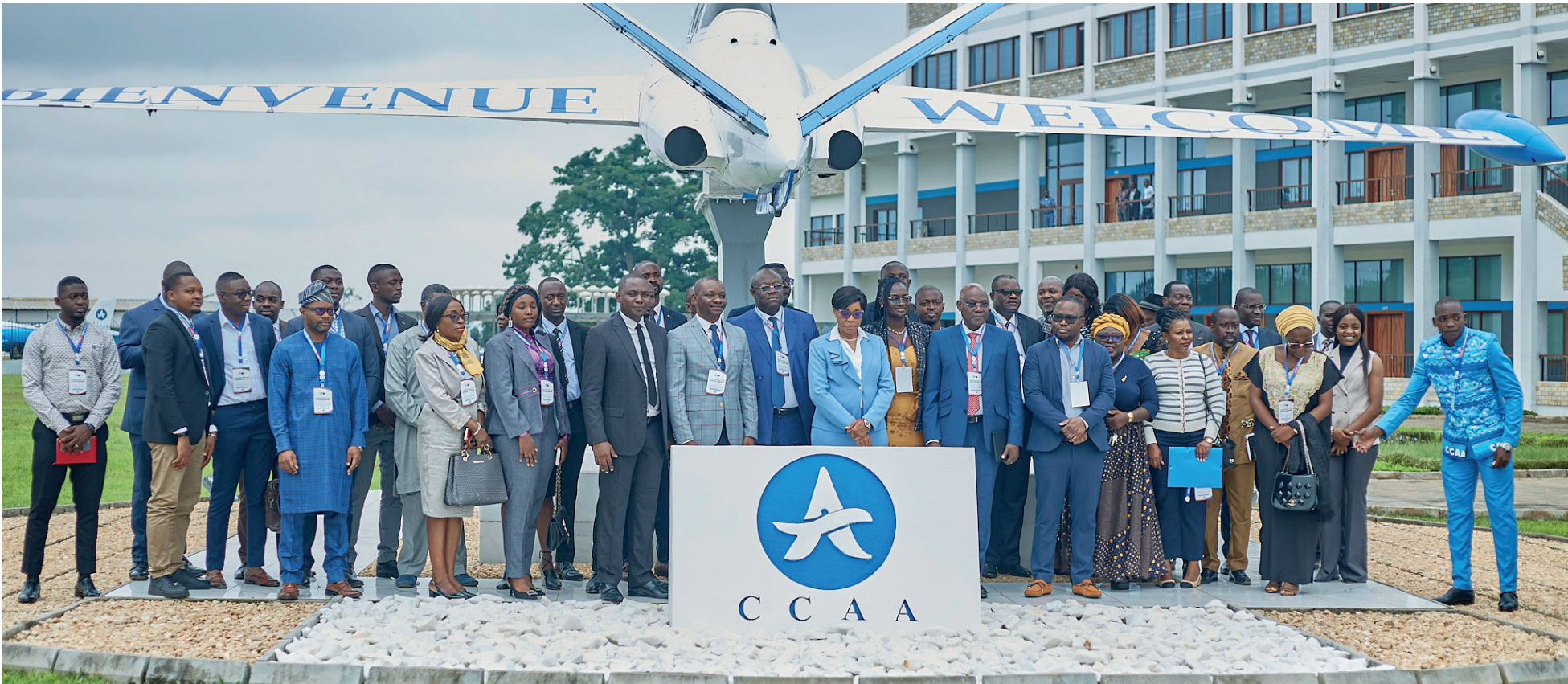
The conferences' conclusions lay a solid foundation for future efforts, including addressing connectivity through the African Single Air Transport Market (MUTAA), strengthening navigation infrastructure, and advancing the decarbonization roadmap.

The audience, both virtual and in-person, expressed the desire for the "Etat de l'Air in Africa" to become a recurring event to support the

development of air transport in the region.

The success of this edition reflects the dynamism of African civil aviation and reinforces the idea of making the "Etat de l'Air in Africa" a permanent platform to foster the sector's growth. The Cameroon Chapter of ENAC Alumni extends its gratitude to the partner organizations for their role in this success and to the ENAC Alumni Bureau for placing their trust in the Cameroon Chapter to host this inaugural African edition of the States of the Air.

By Glawdys Flora AKETE-OYONO (MS AM 19), Chair of the Cameroon Chapter





PAULE ASSOUMOU KOKI (IENAC 85) DG OF THE CAMEROON CIVIL AVIATION AUTHORITY (CCAA)

It is always gratifying to witness the success of former ENAC graduates in professional organizations within the aviation sector across the globe. This is, in particular, the case for Paule ASSOUMOU KOKI (IENAC 85), who holds the position of Director General of the Cameroon Civil Aviation Authority (CCAA). I extend my heartfelt congratulations to my colleague and take advantage of her interview to thank her for the warm reception, she gave to the proposal of organizing the first 'Etat de l'Air' in Africa, to be held in Cameroon. A big thank you also for sharing her vision of air transport in Africa, especially in light of the emergence of SAATM (Single African Air Transport Market). Marc HOUALLA (IENAC 82 & IAC 89), President of ENAC Alumni

Question 1: What are the priority challenges for the development of air transport in the Central and West African regions? Can the emergence of SAATM (Single African Air Transport Market) help address some of these challenges?

Central and West Africa represents 25 out of 54 African countries. However, this bloc only accounts for around 19% of air traffic in the African region. And yet, given its geographical expanse, the size of its population and the weakness of its road infrastructure, this large block should be taking greater advantage of all the benefits that air transport offers for its economic development and the mobility of its citizens.

To achieve this, a number of issues needs to be addressed, the main ones being:

- Improving safety and security: safety and security are absolute priorities for the development of air transport. Although improvement have been made in recent years, many countries in the region still need to strengthen their air safety and airport security capabilities.

- Improving airport infrastructures: this involves modernizing and increasing the capacity of airport terminals, as well as bringing airside infrastructures and equipment up to standard.

- Reducing operating costs: operating costs in the African aviation sector are high, particularly in Central and West Africa. Fuel prices, taxes and other charges increase operators' costs. This reduces the viability of local airlines and results in expensive tickets for passengers.

- Improving connectivity between the States of this large group, as well as with the rest of the Continent's States: at present, intra-African connectivity remains insufficient, with a limited number of direct links between States, often at high prices as seen above.
- Enhancing the skills of aviation personnel: training and skills development for aviation personnel, notably pilots, air traffic controllers, maintenance technicians and airport staff, are crucial.
- Access to finance: access to finance is one of the biggest obstacles to the development of the air transport sector in Central and West Africa. Financing of the construction of airport infrastructure, the acquisition of safety/security equipment, the purchase of new aircraft and the expansion of African airlines remains limited.

All these issues are interlinked. For example, the reduction of operating costs depends on the development of local maintenance capabilities, which in turn depends on the development of skills. The implementation of appropriate air transport policies in Central and West African countries can help to meet these challenges. SAATM is a continent-wide policy designed to promote the full implementation of the Yamoussoukro Decision on the liberalization of access to air transport markets in Africa. Achieving SAATM's objectives should make it possible to meet the challenges of intra-African connectivity and improved service quality. However, other policies will need to be developed to meet the other challenges.

Question 2: What policy adjustments could be recommended to respond more effectively to these challenges and enable greater agility for stakeholders in the sector?

Before answering this question, I would like to emphasize the need for these states to establish long-term visions for air transport development, supported by agile policies and strategies. In the current context, among the adjustments that could be made to public policies for the development of air transport, I can suggest -not exhaustively- the following:

- The full implementation of the Yamoussoukro Decision, as noted earlier, by reducing restrictions for African airlines while encouraging both technical and commercial cooperation. Liberalization policies should also apply domestically, but in a controlled manner.

- Reduction of taxes on air transport, which contribute to driving up ticket prices and maintaining air travel as a luxury product for populations.

- Strengthening economic oversight of aviation service providers to ensure that aviation fees remain consistent with the services provided.

- Creating environments conducive to the heavy investments required by this sector, particularly for infrastructure development, by boosting investor confidence and establishing attractive regulatory and fiscal frameworks.

- Developing innovative mechanisms for acquiring critical safety and security equipment, in addition to seeking necessary funds. In this regard, the CCAA is working on setting up a global platform for exchanging security and safety equipment.

- Adopting policies that facilitate visa issuance and promote intra-African tourism, which would increase demand for regional flights.

Question 3: How do you perceive the implementation of carbon neutrality ambitions by 2050 (ICAO's Long-Term Global Aspirational Goal and the industry's Fly Net Zero vision) in the region? How can these carbon-neutral goals be reconciled with the opportunities for air transport growth?

While the contribution of the region's aviation sector to global emissions remains modest compared to other continents, the governments concerned have adopted, through ICAO Resolution A41-21, the ambitious goal of achieving carbon neutrality by 2050 (LTAG). This commitment now poses a major challenge for each state, which must contribute based on its level of development and available resources. Combining ICAO's LTAG with the industry's Fly Net Zero vision, aviation has clearly chosen the path of decarbonization to limit its impact on climate change. All actors in the sector must work closely to tackle this ambitious challenge, whether technologically, financially, economically, or otherwise.

For countries in this region that still have significant growth potential in air transport, reconciling carbon neutrality goals with development opportunities may seem paradoxical. Decarbonizing aviation requires substantial investments (fleet modernization, SAF production/purchase, etc.), resources that these countries often lack, especially as they must prioritize addressing the economic, social, and infrastructure challenges previously mentioned.

In this context, the pragmatic choice available to these countries to support aviation traffic growth is to prioritize implementing the least stringent measures from the basket of actions identified to achieve LTAG. Among these, operational procedures aimed at reducing fuel consumption are effective and accessible solutions in the short term.

Additionally, decarbonizing aviation could create economic opportunities for these states, particularly in producing SAF.



Question 4: Human resources remain a crucial issue in Africa. What levers could be employed (or better utilized) to address specialized workforce needs in the short term? How can we sustainably attract and develop the next generation of talent to support the modernization and growth of air transport over the coming decades?

The issue of aviation career attractiveness poses relatively few problems, as these professions already inspire admiration and dreams among young people. However, we could further enhance this appeal by launching awareness campaigns to highlight the diversity of aviation careers beyond well-known roles such as pilots and air traffic controllers. By showcasing the numerous career opportunities available, as well as competitive salaries and attractive working conditions, we could draw more young talent into the sector.

The primary challenges lie in skill development and access to training, particularly from a local and financial perspective. Strengthening training programs tailored to the sector's needs, as well as partnerships with international aviation schools, is essential.

Supporting local programs to train young African talent in specialized aviation fields is also essential. In this regard, the CCAA has established a training school to develop aviation skills both locally and regionally. The emergence of centers of excellence on the continent to train pilots, air traffic controllers, maintenance technicians, engineers, and other critical personnel will reduce dependence on external resources, limit training costs, and guarantee local expertise.

Question 5: Aviation organizations regularly acknowledge the lack of gender diversity in our industry. How can national and international actors rapidly and significantly improve the representation of women in aviation, particularly in leadership positions?

First and foremost, I would like to share statistics highlighted in an excellent 2019 study by Rebecca K. Lutte from the University of Nebraska, USA, on women in aviation. Though specific to the U.S., these figures provide insight into areas requiring targeted efforts. For example, the study revealed:

- Less than 5% of women were airplane mechanics or in top management.
- Between 5% and 10% of women were pilots.
- Between 10% and 14% worked as engineers, dispatchers, and air traffic controllers.
- Around 20% to 40% were employed in administrative aviation roles.
- Over 70% were travel agents and flight attendants.

Improving gender diversity in aviation will require policies, strategies, and actions yielding results in the short, medium, and long term...

Paule ASSOUMOU KOKI (IENAC 85)



THE FUTURE OF SMART CONNECTED AIRPORTS IN AFRICA: A REVOLUTION UNDERWAY

Africa is at a turning point in the development of its airport infrastructure. With air traffic on the continent expected to grow by 5% annually in the coming decades (according to IATA), African airports must not only meet this growing demand, but also adapt to international standards in terms of connectivity, sustainability, and technological innovation. Through ambitious initiatives led by regional organizations such as ASECNA (The Agency for Air Navigation Safety in Africa and Madagascar) and ANAC (National Civil Aviation Agency), as well as exemplary national projects such as those carried out in Ivory Coast, Africa is positioning itself to become a key player in global aviation.

Senegal has focused on environmental sustainability through energy-efficient facilities.

ASECNA: towards a single sky for Africa

ASECNA, which brings together 18 member states, plays a crucial role in regional integration and technological development in the African aviation sector. Its flagship initiatives include:

- The SBAS (Satellite-Based Augmentation System) program: This innovative system improves the accuracy of GPS for safer and more efficient navigation. It is particularly useful for landings in areas poorly served by traditional infrastructure.

- Training and capacity building: ASECNA trains hundreds of air traffic controllers and technicians each year to meet the growing needs of the sector. Through these joint efforts, ASECNA aims to create a "single African sky," where flights between member countries will be facilitated by harmonized air traffic management.

Ivory Coast: an exemplary model for the continent

Félix-Houphouët-Boigny Airport: A Regional Hub in the Making Ivory Coast is a striking example of what a "smart airport" could be in Africa. Abidjan's Félix-Houphouët-Boigny International Airport has undergone a major transformation in recent years.

With a current capacity of around 2 million passengers per year, it aims to reach 5 million through an ambitious expansion plan.

The strategic role of ANAC and ASECNA in airport transformation

NCAAs: Guarantors of Regulation and Modernization National Civil Aviation Authorities (NCAAs) are the institutional pillars of the aviation sector in each African country. Their role is central to ensuring regulation, compliance with international standards (ICAO), and the implementation of national airport development strategies. For example:

- ANAC 'Ivory Coast: It plays a key role in the modernization of Abidjan's Félix-Houphouët-Boigny Airport, which aspires to become a major regional hub in West Africa. By integrating advanced technologies such as biometric systems for passenger screening and predictive analytics tools for traffic management, the Ivorian ANAC is leading the way.

- ANACIM Senegal (National Agency for Civil Aviation and Meteorology): With the new Blaise-Diagne Airport in Dakar, ANAC

IVORY COAST A YOUNG ENAC ALUMNI CHAPTER

The ENAC Alumni Ivory Coast chapter was created in 2021 but took shape in December 2022 with the appointment of a Chair and a Vice-Chair. It includes around fifty members.

After a period of observation, activities truly began with the holding of the first "Afterwork" on May 31, 2024. This meeting, which took place on the site of the Félix Houphouët-Boigny International Airport in Abidjan, which concentrates most of the civil aviation stakeholders in Ivory Coast, brought together a core of enthusiastic and committed members to keeping the ENAC torch shining and actively contributing to the revitalization of the aviation sector. On this occasion, the choice was unanimously made on the person of Savané Vassiriki, IAC 1968 as Mentor.

Two other meetings followed: the signing ceremony of two books on Ivorian civil aviation on June 6, 2024 and a day with our Mentor on December 14, 2024 to share his passion for aviation and inspire us with his rich experience in the Ivorian and African aviation sector.

With a relevant diagnosis, aware of the challenges, but optimistic about the opportunities and modern tools available to us, we are able to refine the strategic axes that will lead us towards achieving our main objective: that of making the ENAC Alumni Ivory Coast chapter an essential link in the development of air transport in Côte d'Ivoire and in the subregion.

By *Mariame Irène NOUHO ETCHOHO (IENAC 90), Chair of the Ivory Coast ENAC Alumni Chapter*



Afterwork of 05/31/24, from left to right:

1-Khaled Talamonassah ATI-ATCHA (MS AATM 14) - ASECNA

2-Stéphane ABINA (IENAC 89) - SNEDAI

3-Mariame Irène NOUHO ETCHOHO (IENAC 90) - SODEXAM - Chair

4-Bengel Isaac Arthur ZAN (MS MTA 21) - ANAC

5-Amani Fulbert DIBY (MS MTA 10) - ANAC

The innovations implemented include:

- Automated systems for rapid baggage processing.
- Biometric gates (e-gates) to speed up border crossings.
- Digital solutions such as mobile apps allowing passengers to access real-time flight information.

An attractive economic model

Ivory Coast also attracts foreign investors thanks to its stable regulatory framework and public-private partnerships (PPPs). For example, the Ivorian government is working with companies like Egis Avia to modernize its infrastructure while respecting environmental standards.

What technological innovations are driving smart airports?

- **Artificial Intelligence (AI) and Big Data** - Artificial intelligence is at the heart of the transformation of modern airports. In Africa. Algiers International Airport aims to become entirely managed by AI. This includes predictive air traffic management, energy optimization, and enhanced surveillance. Morocco, with its "Takeoff 2025" plan, is investing heavily in Big Data-based solutions to predict passenger flows and improve the user experience.

- **Sustainable energy and green infrastructure** - Faced with environmental challenges, several African countries are adopting sustainable approaches. Senegal, with its Blaise-Diagne airport, uses solar panels to reduce its carbon footprint. Rwanda, known for its commitment to the environment, plans its future Bugesera airport to be powered mainly by renewable energies.

- **Biometrics and enhanced security** - Biometric technologies are being deployed at several African airports to enhance security while reducing wait times. For example Cape Town International Airport (South Africa) already uses facial recognition to streamline security checks. Ivory Coast also plans to adopt these technologies in its future projects

What are the main major challenges to be addressed?

Despite these promising advances, several challenges remain.

1. **Financing:** Ambitious projects require massive investments. For example, the new Ethiopian airport near Addis Ababa will cost approximately USD 6 billion.

2. **Regional interoperability:** the creation of a single sky requires regulatory harmonization among member countries.

3. **Training:** new technologies require a highly skilled workforce. ASECNA plays a crucial role here through its educational programs. International inspiration.

What are some examples of successful models?

To successfully transition to smart airports, African countries can draw inspiration from international models such as those of:

- Singapore (Changi Airport): recognized as the best in the world thanks to its advanced technology (AI, autonomous robots) and passenger-centric management.
- Dubai: with its ultra-modern biometric gates and futuristic vision focused on customer experience
- Estonia: although not known for its aviation, this country excels in total digital integration, a model that could inspire African ANACs.

Conclusion

A historic opportunity for Africa - Africa is well positioned to take advantage of this technological revolution in the aviation sector. By leveraging the joint efforts of national ANACs, regional initiatives led by ASECNA, and national models like that in Côte d'Ivoire, the continent can not only modernize its infrastructure but also become a key player in global air transport. Smart airports are not only a solution to current challenges; they also represent a unique opportunity to stimulate economic growth, strengthen regional integration, and improve the African continent's global connectivity.

*By Zagbé Jil-Jaurès BEUGRE (MS ANSEO ATM 19),
Vice-Chair of Ivory Coast Chapter, in Innovation Entrepreneurship
Master and Management at ISAE-SUPAERO*



Reference work

1. IATA – Outlook on Air Traffic Growth in Africa.
2. ASECNA – SBAS Programs and Regional Initiatives.
3. ANAC Côte d'Ivoire Reports – Modernization of Félix-Houphouët-Boigny Airport.
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ESA CHAPTER: A VIBRANT TESTIMONY TO CHANGE

In the ever-evolving landscape of global aviation, Africa stands at the precipice of an exciting transformation. The Eastern and Southern Africa Chapter (ESA) of ENAC Alumni is a vibrant testament to this change.

It was officially established in October 2023, bringing together ENAC Alumni both young and older from Kenya, Rwanda, Tanzania, all the way down to South Africa. Despite being a young chapter, its 59 members span across Africa, Europe, and America, creating a diverse and dynamic network. We believe that our strength lies in our diversity, an asset that allows us to exchange ideas, mentor one another, and elevate African aviation to new heights.

Our mission is clear: to strengthen the bonds between ENAC alumni, foster a powerful network of professionals,

and contribute to the development of the aviation industry in our respective countries. We aim to be more than just a community; we strive to be a catalyst for change. By raising awareness about the myriad opportunities within aviation, we hope to inspire young minds to explore technical careers and innovative pathways that will shape the industry's future.

The African aviation sector is poised for remarkable growth. With passenger traffic expected to increase exponentially and new technologies shaping air travel, Africa is set to become a key player in the global aviation arena. However, for this vision to materialize, collaboration and strategic development are crucial. As a chapter, we are committed to playing an active role in preparing our regions for this promising future.

In 2025, our primary focus is to deeply

understand and address the needs of our members. We believe that a chapter where every voice is heard and valued is a chapter that thrives. A united voice is a powerful one, one that can influence policies, foster meaningful partnerships, and drive impactful change in African aviation.

As we continue to expand, we warmly invite new members to join us. There are still many countries within our region that remain unrepresented, and we believe that every voice counts. If you share our passion for aviation and our commitment to excellence, we need YOU.

Let's shape the future of African aviation together!

*By Carina MANASE (ASNAT 21),
Chair of the ESA Chapter*

USA CHAPTER: A WAY FOR FUTURE GENERATIONS

Bringing people together in a country as large and spread out as the U.S. is no easy task. With members located across different states, creating a strong and engaged community for alumni was a challenge from the start -one that required more than just shared interests.

Since the chapter's creation, our goal has been not only to unite the ENAC Alumni community in the U.S. but also to support new arrivals, both students and professionals, and to help promote our ENAC degrees in the U.S. Through dedicated efforts, we began building a network to foster mentorship, professional development, and partnerships with U.S. universities.

After a quieter 2024, our chapter is focused on getting back into full swing to continue the efforts initiated in the past to meet our original goals. With renewed energy and clear objectives, we are focusing on expanding our initiatives, strengthening our network, and creating more opportunities for members to connect and grow. One of the main goals of our chapter is to support incoming students to the U.S. by providing them with essential information to ensure their year goes smoothly, covering aspects such as housing, transportation, daily life, and studies. Additionally, we aim to assist them in their professional aspirations, particularly for those who wish to stay in the U.S. This includes helping them secure internships, such as for their end-of-study projects (PFE),

and offering career guidance, and advice on professional development. In fact, three of our active members began their journey as students, and thanks to the support of ENAC Alumni, they were able to stay in the U.S. and continue their careers here!



For 2025, the U.S. chapter aims to continue its development by reigniting previous task forces and focusing on four key areas of growth : mentoring program, academic relationships, community gathering and content creation.

Mentoring program

One of the central pillars of our chapter's mission is to support students and young professionals by connecting them with active members based in the U.S. Our goal is to build a robust mentoring network, where experienced alumni guide and support newcomers in their academic and professional journeys. By pairing students with mentors who have navigated similar paths, we aim to provide practical advice, career guidance, and industry insights, helping them succeed both during their studies and as they transition into the workforce.

Academic relationships

Another focus for the chapter this year is to explore synergies between U.S. academic programs and the degrees offered by ENAC in France. By identifying relevant academic programs in the U.S. and fostering collaborations, we aim to create opportunities for students to enhance their education with a deeper understanding of the U.S. aviation and aerospace sectors. This could include exchange programs, joint research opportunities, or curriculum development that aligns with ENAC's strengths.

Community gathering

Building a strong community is crucial for our chapter's growth. After hosting a successful after-work event last November, we are committed to organizing at least two more this year. These informal gatherings not only provide a chance for members to reconnect but also offer a platform for new members to meet, share

experiences, and build professional relationships.

Content creation

to raise awareness and attract new members, we plan to create and distribute content that highlights the ENAC Alumni Chapter in the U.S. This material will serve as a resource for students in France who are considering studying or working in the U.S., showcasing the benefits of joining our network and the opportunities available through our chapter.

With these initiatives, we are excited to continue building a supportive and dynamic network that not only benefits our current members but also paves the way for future generations of ENAC alumni to thrive in the U.S.!

*By Loup-Giang NGUYEN (IENAC 15),
Chair of the USA Chapter*

Bringing ENAC Alumni together in the U.S.

Our goal is simple: connect ENAC Alumni living in the United States. With that in mind, we kicked off what we hope will be a long tradition of alumni happy hours across the country!

On November 20th 2024, we hosted our first U.S alumni gathering at Vintage Green in New York City. It was a great night of catching up, networking, and even a surprise family reunion -two alumni discovered they were cousins, neither knowing the other had moved to New York!

With such a great kickoff, we're excited to keep building the ENAC Alumni community in the U.S. Stay tuned for the next event!



ENAC ALUMNI CANADA: A DYNAMIC CHAPTER!

Hi from the Canada Chapter, led by Amandine GICQUEL (MS MTA 04) and Helene MANZONI (TSEEAC 05), with around 200 members!

Our highlight of 2024: “Working in Canada” webinar

We organized the ENAC Alumni Webinar “Working in Canada” that was held in November. Canada is a destination of interest to many ENAC students and alumni, so we believed a dynamic panel with engaged and motivated speakers would be successful. Our expectations were met, with 95 registrations and 60 attendees!

The webinar aimed to showcase the opportunities Canada offers to aviation professionals, allowing participants to discover new horizons

and learn more about this country. It was also an excellent platform to share diverse work experiences in Canada through various profiles. We kicked off by offering economical and geographical considerations about the aviation industry in Canada and we provided information on some of the most common immigration pathways available for those interested in working in Canada. Then we delved into a panel discussion featuring special guests -former ENAC alumni in Canada or who returned to France after a Canadian experience, and ENAC students who completed their internship in Montreal.

We explored different themes, providing a good overview of what “working in Canada” means in our industry: different career paths, the Canadian professional landscape, living conditions in Canada, and the

unique characteristics of Quebec compared to other provinces. We concluded with recommendations from our speakers to those in the audience eager to embark on a new work adventure in Canada.

A huge thank you to our panelists without whom this special session would not have been possible: Olivier NAVARRO (IENAC 03), Jennifer PERIN (IENAC 13), Hugo VIRCHIEN (MS ASAA 12), Ewen DAGORN (IENAC 21), Baptiste HAZERA (Engineer student 3rd year) and Sarah VARAK (Engineer student 3rd year).

If you’ve missed this webinar, you should watch its recording on the ENAC Alumni YouTube channel and consult the Q&A document on the website!

What’s next?

Organizing this webinar inspired our Chapter to unite our members around a common activity. With most of us being in or close to Montreal, the World Capital of Civil Aviation, we feel invested with a mission: educate companies and organizations about ENAC, the value of its diplomas and the potential our alumni can bring to the local aviation industry and its ecosystem. This effort aims to facilitate employment and internship opportunities and administrative processes.

From coast to coast to coast, we plan to promote aviation jobs to youth and young women by collaborating with existing outreach programs and strengthening those networks. Our goal is to generate interest and passion for our industry and help overcome the labor shortage we are already facing.

In fact, in March, two alumni of the chapter participated in the Elevate Aviation cross-country tour event in Montreal, as speakers and volunteers. Elevate Aviation provides a platform for women and underrepresented groups to thrive and succeed in their careers in aviation nationally. This organization is now in its 8th year of inspiring youth across Canada through a renowned tour that reaches over 1,000 young participants (ages 12 to 17) in over 25 cities.

2025 will also be the year of new activities to stimulate our group and grow our community: after an escape game experience in February, our schedules will be packed with fun and exciting visits in addition to our quarterly gatherings! In May, some group members had the opportunity to visit the International Civil Aviation Organization (ICAO) Headquarters in Montreal. Kindly supported by local ENAC Alumni, this personalized tour started with the ICAO museum showcasing the history and achievements of international civil aviation. The guided tour continued with the iconic ICAO’s diplomatic chambers: the impressive Assembly Hall, the Council, and the Air Navigation Commission.

For Canada Chapter members we have not heard from yet, don’t be shy! Please contact us – we would love to meet you and welcome you to our group dynamic.

We also welcome all ENAC alumni from around the world who come to Montreal; these are often impromptu and very friendly gatherings!

By Amandine GICQUEL (MS MTA 04), Chair, and Hélène MANZONI (TSEEAC 05), Vice-Chair of the Canada Chapter





A DAY IN CANADA WITH CHARLENE DALIAN (IENAC APPR 19)

A day in the life of... Charlene DALIAN (IENAC APPR 19), Airbus A220 Flight Test Engineer in Canada, and who recently joined the Canada Chapter!

Hello ! For the past two years I have been responsible for performing experimental and production test flights on the A220 in Canada. Let me tell you more about it...

After a first career as navy officer in the French Navy, I pursued my academic journey in civil aviation and graduated from ENAC in 2022 and from the Airbus Flight Test Training Center in 2023.

The flight test and integration center in Mirabel (Quebec) encompasses all the test resources for the A220 program. Here, we simultaneously carry out acceptance and certification tests

for new Airbus Canada engineering programs, as well as for our aircraft coming out of production and customer acceptance flights.

The A220 has a broad range of customers, including Air Canada, Delta Air Lines, ITA Airways, airBaltic, Ibom Air, or Qantas. After production, the systems of these aircraft undergo comprehensive testing. We conduct taxiing and braking tests (including stop-takeoff), followed by initial flights and additional check flights if necessary. Once the aircraft has passed all tests, the customer joins us for an acceptance flight. Upon successful completion of this final demonstration, the aircraft's title is transferred to the airline.

Just like Canada, my team brings together all nationalities, offering an amazing work environment and life experience!



ENAC ALUMNI SWITZERLAND AN ATYPICAL CHAPTER

With just under 100 ENAC Alumni members listed as working in Switzerland, the Swiss Chapter is somewhat atypical.

Indeed, most of the members are cross-border commuters: many cross the border every morning and evening, whether in the Basel or Geneva region (both being border cities). The country (actually, the Swiss Confederation) has four distinct regions and four official languages (German, French, Italian, and Romansh). Employers include airports, Swiss air traffic control (Skyguide), aircraft maintenance companies, private jet sales companies, and also companies outside the aviation industry following career diversification.

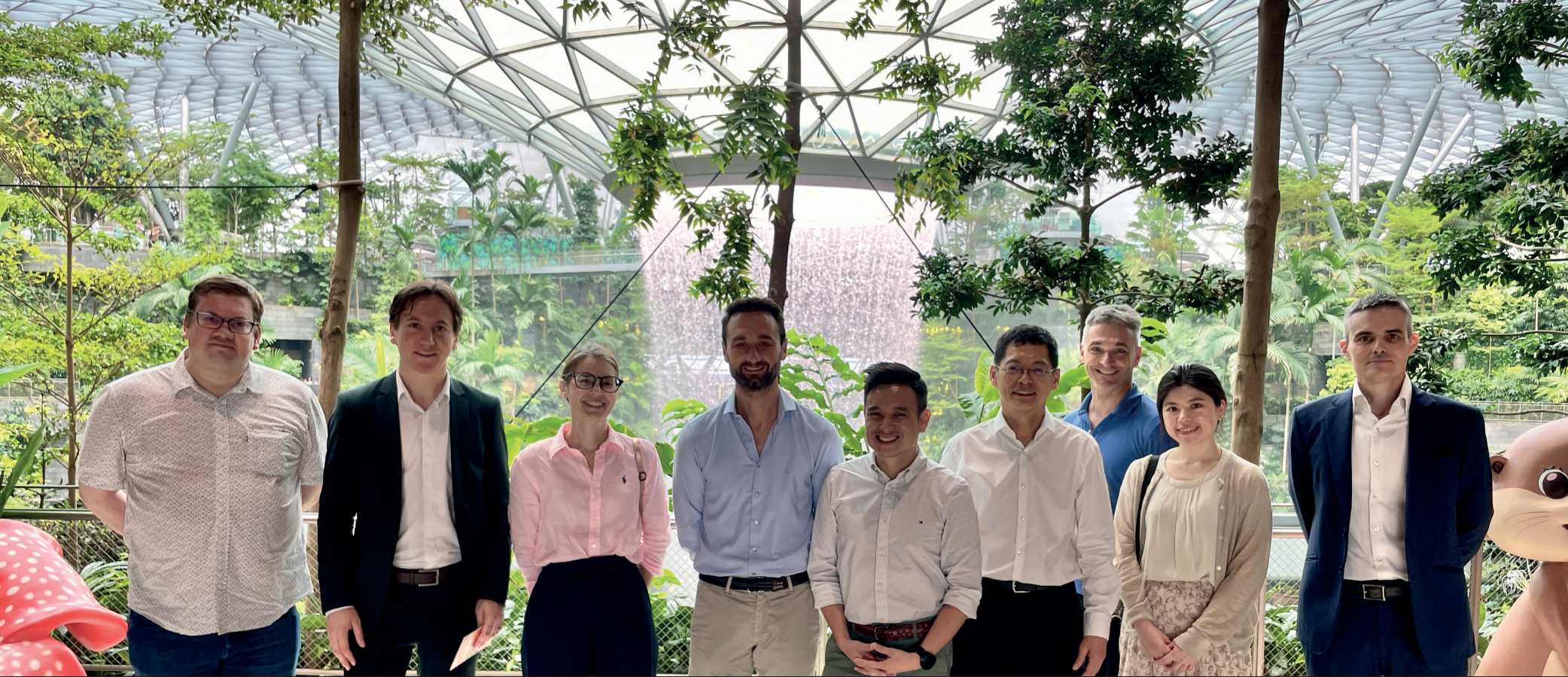
We organize three to four meetings a year, either by video-conference (to better accommodate people located in different parts of the country) or in person, as in the photo below, which we try to hold besides forums and

other trade shows. A short lecture is organized during each meeting: climate, non-CO2 emissions, asset management, the VUCA world, etc.

Of course, the benefits of ENAC Alumni membership (and therefore the membership fee!) are emphasized at each meeting. ENAC Alumni news is also reviewed (general meetings, webinars, big events, etc.). Thank you to the participants for the great atmosphere that reigns in our group!

*By Guy MARGUET,
Chair of the Switzerland Chapter*





ENAC ALUMNI SINGAPORE LUNCH & LEARN AT CHANGI JEWEL

On March 14, 2025, ten of us from the ENAC Alumni Singapore Chapter came together for a truly special afternoon at Changi Airport Jewel.

It was a joy to reconnect and share this experience with representatives from Changi Airport Group, Airbus, Air France, Alten, Amadeus, Aercap, Intelsat, and Starlux -some of whom even traveled all the way from France and Taiwan to join us!

The event featured an immersive tour of the Changi Experience Studio, offering a deep dive into Changi's innovative technologies and rich history. Additionally, attendees marveled at the superb view of the Vortex in Jewel, the world's tallest indoor waterfall, beautifully framed by its oval glass roof, designed by Moshe Safdie.

During the interactive gathering, participants learned about Changi's fascinating history and its ambitious future plans, made possible through the collaborative efforts of both government and private sectors. The exhibition highlighted how Changi has successfully integrated innovative technologies, smart airport design, and an unwavering commitment to passenger experience -all of which have helped Singapore become a leading air transport hub in the Asia-Pacific region.

The lunch Q&A session echoed themes from the ENAC Alumni publication "The Future of Airports: Vision 2040-2070," particularly focusing on the evolution of airport design, advancements in airplanes, and the ever-changing landscape of global mobility. It was engaging

to see representatives from various parts of the air transport industry reflect on shared considerations such as passenger experience, intermodality efficiency, and global safety and security concerns.

This event fostered a great spirit of camaraderie among attendees. We are grateful to everyone who joined us and a special thanks to Lye Teck TAN (IENAC 79) and Kia Thye YEO (IENAC 94) who contributed to making this event a success. Looking ahead, we hope to organize more thematic events, welcome even more members, including those based outside Singapore who travel to the region.

Stay tuned for more exciting opportunities to connect and exchange ideas!

*By Roger DUONG (IENAC 03),
Chair of the Singapore Chapter*





HONG KONG CAUCUS: FIRST EVENT!

The very first Hong Kong ENAC Alumni event took place on May 15th.

For the occasion, the Alumni who responded to the invitation gathered on the rooftops of Hong Kong, at Cardinal Point, a well-known location for financiers working in the surrounding towers, offering a spectacular view of Victoria Harbor and the skyscrapers of Central.

The location was ideal for engaging in discussions and for everyone to share their career paths since ENAC, as well as, of course, the best places to go and other anecdotes from their time in Toulouse. The event brought together 8 Alumni from local airlines (Cathay Pacific, Greater Bay Airlines), the local civil aviation authority (Hong Kong Civil Aviation Department, Egis Group), and software and equipment suppliers for

the aeronautics and space industries (OpenAirlines, Microwave Vision Group). The evening continued at La Cabane, on Hollywood Road, where some people reconnected with fine French local produce.

This event is the first in a long series. Nicolas ROISNE (IENAC 15) and Florian POIRIER (IENAC 04) crossed paths in Hong Kong in 2021. Former colleagues and now friends, they had the idea of leading the local Hong Kong Alumni community, as they both knew alumni living and working in Hong Kong.

Having decided to lead the local Alumni network, the first step was to contact Estelle TREVILLE, Marc HOUALLA (IENAC 82 & IAC 89), and Gaël LE BRIS (IENAC 07) of the ENAC Alumni board to discuss their project. One specific feature: due to its status of Special Administrative Region (SAR)

of the People's Republic of China, the term "Chapter" cannot officially be applied to Hong Kong. It will therefore be a Caucus. The next step was to identify Alumni present in Hong Kong via a social media call. Once the profiles were updated and potential Alumni identified, the invitation was finally sent out.

The goal now is to continue to lead this group, to integrate future Alumni arriving in this particularly dynamic region, and to expand the group so that sharing experiences through this network can benefit everyone.

*By Florian POIRIER (IENAC 04),
Chair of the HK Caucus*

STOJANCHE GJORCHESKI (IATSED 19) CHAIR OF THE YEAR!

On December 10th, Stojanche GJORCHESKI (IATSED 19) was elected Chair of the Year at the ENAC Alumni International Chapters Day! Interview:

Can you please briefly describe your background?

I have a strong background in systems engineering and air traffic control (ATC) and I am currently doing a PhD in cybersecurity, focusing on compliance by design. I am very passionate about bridging between aviation safety and cybersecurity, focusing on safety analysis, cyber integrity monitoring, audits and the development of practical solutions to enhance the resilience of the aeronautical systems.

How did you come to volunteer for ENAC Alumni? What motivated you?

My connection with ENAC is through my master's degree. My desire to contribute to improvements in the aviation sector led me to the ENAC Alumni community. Volunteering seemed like a natural step to return to the network that played a key role in shaping my career. More importantly, what really excites me is the opportunity to build a collaborative community, to create opportunities for learning from each other, and to understand some of the critical challenges (ex: digitalization, cybersecurity, and integration of technology in aviation). It is very satisfying to collaborate with professionals who share the same goals.

How is the CEEC (Central and Eastern Europe) Chapter doing? What are the main challenges and opportunities that our community is facing in the region?

The CEEC Chapter has done a great



job in building bridges throughout the region, but we also have our challenges, such as engaging a community that is geographically dispersed and catering to the diverse professional needs of our membership. These challenges, however, bring with them great opportunities: CEEC is in an excellent position to connect aviation professionals with a focus on key areas such as sustainability, digital transformation, and cybersecurity as well as cross border research. CEEC will then be able to become a strong network and a collaboration hub by offering valuable content, including webinars, workshops, and interviews, while leveraging the power of the network.

What are the next steps for the Chapter? What would you like to achieve in the next coming months?

For the time being, we aim at organizing events, webinars and delivering news that will help in reaching our community in an effective manner. We plan to host sessions on topics that are relevant for the region and to expand collaborations with business and academic leaders, this will enable us to extend our outreach. In the coming months, our plan is to focus on raising the profile of our chapter so that we can provide practical solutions and useful contacts to our members.



You were already the Chair of ENAC Alumni CEEC Chapter, and yet, you volunteered for creating the Digital Transformation Think Tank! Where do you find all this energy?

The energy comes from my passion for innovation and my belief in digital transformation being pivotal for the future of aviation. Seeing the potential of professionals, sharing our expertise, and collectively addressing challenges excite me. To me, volunteering is about creating an impact, and once you are working on something meaningful, the energy naturally follows. Leveraging my experience lets me contribute in ways that feel both valuable and fulfilling.

What are your ambitions for this Think Tank? What should our members expect from it in 2025? How can they contribute to the Digital Transformation Think Tank?

The ambition for the Think Tank is to become a center of excellence in digital transformation for aviation. The members shall expect the following:

- Key topics, including digitalization, AI/ML methodologies, cybersecurity,

and resilience strategies.

- Workshops, roundtables, and expert interviews (this is very important method in the process of knowledge development...)

- Practical case studies of successful transformation projects.

We are going to publish a series of research reports and organise webinars in 2025. Our mission is to build a community where professionals share best practices and introduce new ideas. Our members can actively contribute to the development of the industry when participating, sharing expertise, and conducting joint research.

You are the recipient of the Chair of the Year Award for your dedication to advancing the ENAC Alumni community and civil aviation. How important is it for you? How can our Alumni and our community make a difference in this world and in aviation?

Receiving the Chair of the Year Award is an incredible honor and reinforces my belief in the importance of community-driven initiatives. Aviation is a field that directly impacts global connectivity, safety, and innovation.

Our Alumni and our community can innovate and drive technological advancements, mentor and inspire future leaders in the field, and promote interdisciplinary collaboration.

By fostering connections, sharing expertise, and promoting forward-thinking initiatives, we can make a meaningful difference for aviation and the world.

Any advice to our students and recent graduates starting their careers?

Stay curious and keep learning. The aviation industry is evolving rapidly, so continuous learning is essential. Don't be afraid to explore interdisciplinary fields - these areas will play a critical role in the industry's future. Build a strong network and seek mentorship: communities like ENAC Alumni provide great opportunities for connection. Finally, focus on creating impact - whether through innovative projects, solving real-world challenges, or advancing sustainability and safety in aviation.

*Stojanche GJORCHESKI (IATSED 19)
Chair of the CEEC Chapter*



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THE FUTURE OF AIRPORTS: A VISION OF 2040 AND 2070

THE FUTURE OF AIRPORTS: A VISION OF 2040 AND 2070 - A GLOBAL EFFORT

The Future of Airport: A Vision of 2040 and 2070 is an important research project of the Airport Think Tank of ENAC Alumni. This effort reached an important milestone last December with the new release of its final report and posters.

The project started in 2019 with the goal of investigating the long-term challenges and opportunities the industry will face over the next coming decades. The project ended up being a half-a-decade-long endeavor that has engaged with over a hundred aviation leaders around the world.

The new version of the report explores the future of airports along 11 strategic topics. At the 2040 and 2070 horizons, there will be over 10 billion people with different demography

and social expectations. Intelligence systems will be part of our daily life. Our world is changing, and so should our industry.

At the same time, we see disruptive innovations and major trends happening in all domains of the broader airport realm. These dramatic changes, their simultaneousness, and the resulting complexity in terms of change management will be the markers of this period of time in the history of civil aviation.

Reducing the negative externalities is one of the main driver of innovation in aviation. With more people flying in the coming years, we shall keep our promise to reduce aviation's environmental impacts while enhancing global connectivity. This implies successfully transitioning

aviation to sustainable technologies. However, these exciting advancements come with complex challenges, requiring innovative solutions and collaboration to ensure an inclusive and secure pathway.

In order to tackle these issues and develop guidance to help the stakeholders prepare for the future, a global panel of leaders and experts was created. Working sessions were held to discuss the analyses prepared ahead of these meetings.

DIVERSE NEEDS AND EXPECTATIONS

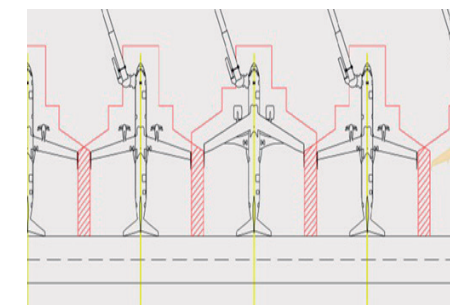


After the preliminary version of the report was released, regional focus groups that were organized by the chapters reviewed the document and reflected on the perspectives it provides thinking of their local context. In addition, the initial findings were presented to various institutions, working groups, and members of the industry including ACI Africa, the American Society of Civil Engineers, and the U.S. Transportation Research Board.

I am Gaël LE BRIS (IENAC 07), the Chair of the Airport Think Tank and the Principal Investigator for The Future of Airports. I'm also the Head of International Development of ENAC Alumni. Loup-Giang NGUYEN (IENAC 15) assisted me as Deputy Project Manager throughout this research project. Loup-Giang is also the Chair of our chapter in the United States.

By Gaël LE BRIS (IENAC 07)

This "world tour" helped us gather important feedback and collect specific input from the different aviation communities around the globe. Over a hundred contributors brought invaluable comments that were used for finalizing the study. Case examples and references were added. And the specificities of each region were more deeply addressed.



The new report also features several technical appendices providing information on practical issues. They will be useful resources to practitioners looking for data on trends and innovations. Particular attention was given to documenting the impact of emerging and future aircraft technologies. Strategies are suggested to facilitate their integration into aviation systems and to ensure airport compatibility.

"This report is an important document with meaningful guidance and tools to help aviation stakeholders identify, assess, and prepare for the changes to come. I am grateful to the authors and participants who have done remarkable work. I invite everyone working in aviation to read and use this prospective study".

**Marc HOUALLA (IENAC 82 & IAC 89),
President of ENAC Alumni**



DEVELOPING SYNERGIES BETWEEN ENAC, ENAC ALUMNI AND ADP GROUP

The creation of the ENAC Alumni network within the ADP Group was made official in December 2022. Marc HOUALLA (IENAC 82 & IAC 89), President of ENAC Alumni, underlined the advantages of such a network, particularly in terms of strengthening school-business relations and raising the profile of airport jobs among students.

Today, the network counts over 130 alumni within the ADP Group, most of them from Paris-Orly and Paris-Charles de Gaulle (CDG) airports. It is run by a motivated team of a dozen participants, under Pierre ABRAHAM's sponsorship - Deputy Director of Paris-CDG airport (IENAC 01).

Achievements and activities
Since its creation, the ADP Group's

ENAC Alumni network has multiplied initiatives to animate and structure the ENAC alumni community within the company, and to strengthen links between company employees (whether or not they are ENAC alumni). Key actions include:

- **Thematic conferences:** we organize conferences on current aviation and airport-related topics, promoting knowledge sharing and ongoing professional development.

- At the end of 2023, a first roundtable on sustainable aviation fuels (SAF) brought together around a hundred interested parties at Orly airport, around experts on the subject: Nicolas JEULAND, Prospective manager "Aviation environmental impact assessment & low carbon fuels" at Safran, Christian DANIAU, President of the Charente Chamber of Agriculture,

Philippe FONTA (IENAC 87), Head of Sustainable Aviation and Advanced Air Mobility Bureau Veritas Group, and Mouhamed NIAKATE, Innovation & Sustainable Development Director at Bioeconomy For Change (ex-IAR). The roundtable was moderated by Mathilde BELSOEUR (MS AM 14 and Director of the APOC CDG Project). The replay is available on the ENAC Alumni YouTube channel.

- More recently, in January 2025, the topic of "intermodality at the heart of CDG airport challenges" brought together a prestigious panel: Régis LACOTE (MS MA 97), Mathieu BLONDEL (Partner, Arthur D. Little), Laurence DEBRINCAT (Prospective & Studies Director, Ile-de-France Mobilités), Jean-Claude DURAND (Programs Director, SNCF Gares & Connections) and Aurélien GANDOIS (VP Bus, BlaBlaCar Bus).



The roundtable was moderated by Clémentine PETIN (Sustainable Development Department, and ISAE-Supaéro alumni).

- We also take part in webinars organized by ENAC Alumni. Last December, a webinar hosted by the ADP Group's Engineering Department highlighted the decarbonization strategy for airport structures, including terminals and runways. This webinar is available for replay on the ENAC Alumni YouTube channel.

- **ENAC Alumni x ADP Group mini-conferences:** it's a format that was initiated in December 2024, consisting of an afternoon of mini-conferences (30min long each) led by employees of ADP who are also ENAC alumni. It's open to all company employees, with the aim of getting to know each other's jobs and colleagues better. More than 200 employees took part in the event, which promises to be a great success for the next event scheduled early summer 2025!

- **Technical visits:** in March 2024, a visit of the Bureau d'Enquêtes et d'Analyses (BEA) was organized, offering members an immersion in the air accident investigation process. Visits to major airport projects are also organized to highlight the Group's planning missions.

- **Community events:** the newsletter sent out every 6 weeks enables network members to keep abreast of ENAC news, receive and share resumes and job offers, announce forthcoming events, recruit volunteers for specific operations, etc.



- **Afterworks and social gatherings:** we offer regular events in which members can get together informally to share their professional experiences and strengthen their network. We also contribute regularly to the coordination of the "Etats de l'Air" event, alongside the DGAC.

Ambitions and prospects

Our flight plan aims to further develop synergies between ENAC, ENAC Alumni and ADP Group, in particular:

- Facilitate recruitment: by deepening knowledge of ENAC's training courses, we aim to facilitate the sourcing of talents adapted to the specific needs of ADP Group.

- Promote airport jobs: by giving students a better idea of career opportunities within the ADP Group, the network helps attract new talents to the sector.

- Strengthen our ties with ENAC, in particular by capitalizing on the presentations made by various employees during training sessions at ENAC.

Finally, we're proud to have helped our CORSAIR colleagues launch their ENAC Alumni network last year. Alongside them, we organized two roundtables dedicated to innovations to decarbonize the aviation sector on the premises of Orly airport: a fine example of how the ENAC Alumni network is, above all, one big family!

By Renaud BOIDIN (IENAC 00) and Etienne LAW de LAURISTON (IENAC 11)



SUSTAINABLE DEVELOPMENT IN AVIATION - ENAC ALUMNI AIRBUS

ENAC Alumni Airbus network gathered on April 10th, 2025, for a dynamic three-part event: a site visit, a conference and a networking cocktail!

The first 30 lucky participants who responded to the invitation - registration closed after just 2 hours - had the chance to enjoy a guided tour of the Flight Test facilities, including A321XLR test aircraft and the Operations Control Center (OCC), led by Heidi DEMOULINS (IENAC 16) and Cédric FAVRICHON (IENAC 17) both members of the testing teams. We then came together for the conference, featuring the following speakers:

- Marc HAMY (IAC 83) - Recently retired from Airbus, Marc's last position was Vice President of Corporate Affairs (HO of GN). He also recently begun a new adventure as Vice President of ENAC Alumni.

- Philippe FONTA (IENAC 87) - Now Head of Sustainable Aviation and Advanced Air Mobility at Bureau Veritas, Philippe was formerly part of the ENAC Alumni group at Airbus. He is also a member of the ENAC Alumni Board of Administrators.

- Moderator: Arnaud FRANCO (IENAC 82) - Currently working at Airbus Beyond on Finance & Sustainability, Arnaud previously served as Vice Treasurer of ENAC Alumni.

Marc and Philippe delivered an energetic and passionate presentation on the topic of Aviation Sustainability. They began by revisiting the foundational definition of sustainable development: "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs", as stated by Mrs. Gro Harlem Brundtland in "Our Common Future" (1987). They then explored the next major issue for aviation: having

already pushed the boundaries of technical feasibility, safety, reliability, speed, and efficiency, the focus now turns to environmental impact. There is a clear commitment of the aviation industry and public institutions to achieve net zero emissions by 2050. While the path to this goal exists, it is filled with challenges that require the joint effort of governments, authorities, energy producers and aviation stakeholders.

The day concluded with a friendly cocktail reception, where discussions continued on the challenges and opportunities facing aviation, and on how we can collaborate more effectively within the ENAC Alumni network. Together, the members of the ENAC Alumni Airbus group are committed to strengthening the network and promoting the influence of our school!

By Faude ADANHOUSOUNOU (IENAC 05)

ENAC ALUMNI AIR FRANCE A SUCCESSFUL LAUNCH!

On the evening of March 27th, the Air France ENAC Alumni Network was successfully launched. It was organized by Aurore de CORDOUE (MS MTA 01), Solène RAME (IENAC 17), Benjamin KOENIG (IENAC 13), Julien ABIDHOUSSEN (EPL 09), Valentin BOURLON (IENAC 11), Tom CAULLIEZ (MS MTA 23), Damien GAUDIN (MS MTA 19), with Catherine JUDE (IAC 91) and Pauline SCHMIDT (EPL 02) as sponsors.

It was an opportunity to meet colleagues from all sectors within the company and of all ages, but with something in common: having studied at the ENAC through one of the dozens of training courses it offers to all aviation jobs.

So, if you would like to share moments of conviviality as well, strengthen links with other former students, develop a network of mutual support, open your mind with conferences and visits, promote ENAC within or outside the company, and participate in its

outreach... join the ENAC Alumni Air France network!

Thank you all for your participation in this first event, a great moment of sharing and exchange around the same passion: aviation!

Don't hesitate to contact the #AF ENAC Alumni team: mail.afenacalumni@airfrance.fr





ENAC ALUMNI CORSAIR LAUNCH AS WELL!

Last October, two roundtables were organized at Orly 4 in collaboration with Corsair as part of the development of its CSR policy, and were dedicated to innovations reducing the environmental impact of the airline industry. This was an opportunity for the association to launch the ENAC Alumni CORSAIR group!

Opening remarks by Pascal de IZAGUIRRE, CEO of Corsair

Corsair regularly collaborates with ENAC, often recruiting its graduates for managerial and executive positions. Decarbonization is a crucial issue for aviation, a sector that is often criticized, yet at the forefront on this subject. Corsair stands out for its exemplary approach: fleet renewal, an expected 8th Airbus NEO

in October, and eco-pilot measures to limit emissions. Collaboration between airlines, airports and equipment manufacturers is essential to achieve these objectives, supported by massive investment in technologies such as sustainable aviation fuels (SAF), which cost is 4 to 8 times higher than traditional fuels.

A word from Marc HOUALLA (IENAC 82 and IAC 89), President of ENAC Alumni

Marc HOUALLA expressed his enthusiasm for the launch of the Corsair network and the role of ENAC Alumni in the Sustainable Aviation Observatory project. He is convinced that engineers will rise to the challenge of decarbonization, while strengthening professional ties and a sense of belonging to ENAC. ENAC Alumni strives to share the

results of the Think Tanks, notably with concrete examples such as ADP. He also stressed the importance of these exchanges in advancing the transition of the airline industry.

First roundtable: "Innovation for environmental efficiency"

For this first conference, Félix MARIE, Head of Operations Design Office at Corsair, Tim BATTEN, Director of Operations and Flight Captain at Corsair, Nicolas JEULAND, Environment and Fuel Expert at Safran, and Michael BENHAMED (IENAC 94), ENAC representative, Head of Airworthiness Division were invited.

It was moderated by Philippe FONTA (IENAC 90), former Airbus executive, CSR consultant, Head of Sustainable Aviation and Advanced Air Mobility at Bureau Veritas Group.

• **Philippe:** Technological progress, while necessary, is not enough. Low-carbon fuels are still expensive and scarce, requiring greater efficiency from aircraft fleets, thanks to innovations such as the Open Fan (turbine outside the nacelle).

• **Félix:** Optimizing flight procedures is crucial. Measures such as continuous descent or single-engine taxiing offer substantial fuel savings. For example, these route optimizations can save the equivalent of a round trip to Martinique in one year.

• **Tim:** Optimizing aircraft weight on departure, notably with better real weight management (Zero Fuel Weight - ZFW), and reducing fuel reserves can also reduce consumption.

• **Michael:** The use of data is an important lever. However, we need to avoid over-collection, so as not to add to the environmental burden of digital infrastructures.

• **Nicolas:** It's essential to take into account non-CO2 effects, such as contrails, which can have a significant environmental impact.

All the speakers stressed the importance of collaboration in meeting these challenges. Sharing experience between airlines, equipment manufacturers and academics is a key to success.

Second round table: "What are the levers for reducing environmental impact in the airline industry?"

For this second conference, Damien GAUDIN (MS MTA 19), Former Coordinator of the Sustainable Aviation Observatory, Blandine LANDFRIED (IENAC 06), Head of Environment and Energy Department at ADP, Enea FRACASSI, Director of Operations and Fleet at Corsair, and Cyrille DIGON (IENAC 92), Director of Operational Support and CSR at Corsair were invited. It was moderated by Félix MARIE, Head

of Operations Design Office at Corsair.

• **Damien:** SAF is currently the most mature technology, far more so than hydrogen or electric power. However, its development requires a real industry in Europe, similar to what has been done in the United States with the Commercial Aviation Alternative Fuels Initiative (CAAFI) since 2006.

• **Blandine:** Airports have a dual role to play: supporting airlines in the transition towards SAF, while investing in production. Incentive measures already exist, notably in Sweden and at Amsterdam airport, where companies obtain cost reductions when they use SAF.

• **Enea:** The renewal of Corsair's fleet has led to a 15% reduction in fuel consumption of Airbus 332s, and a 25% reduction of the old 747s. However, incentives are still lacking at sector level to encourage this transition.

• **Cyrille:** The effects of non-CO2 emissions, such as NOx and contrails, are not yet fully understood. However, it is crucial to make progress on these issues, notably in collaborative projects such as "Alliance Environnementale Paris-Orly", which brings together 43 partners around Orly airport to take concrete action on decarbonization.

Conclusion

These roundtables highlighted the complexity and multiple levers required to decarbonize aviation. Technologies are making headway, but they need to be supported by active collaboration from all players in the sector: manufacturers, academics or operators. There's still a long way to go, but initiatives underway demonstrate a real desire for change.

By Jules LANGJAHR (IENAC 20)





MENTORSHIP: FIRST EDITION CLOSED!

As part of the Equity-Diversity Working Group, ENAC Alumni decided to set up a mentoring program for female students at ENAC.

Forteen young ladies (IENAC 2nd year students) volunteered to be mentored by Alumni during the 2024-2025 academic year. The program kicked off with an opening afterwork on October 15th, 2024, followed by seven months of exchanges, meetings, coaching, experience sharing, even doubts sometimes... and smiles! Enrichment is undoubtedly the word to remember about this first edition. We look forward to the 2nd edition in September 2025, that will also be enriched by all the valuable feedback from our mentors and mentees!

Thanks to our mentors: Hélène CREPIN (IENAC 15), Pascal BARRET

(IAC 97), Eric ESCRICH (IENAC 98), Katia LECONTE (IENAC 96), Flora JAMGOTCHIAN (IENAC 08), Camille BOIARDI-FRANCHI (IENAC 08), Julien PUISSACQ (IENAC 00), Olivier CLAIR (IENAC 00), Audrey FOURNIER (IENAC 13), Khaled SOUEIDAN (IENAC 14), Benjamin BRARD (MS MA 07), Lauriane LENOGUE (GSEA 17 & DNM IATOM 20), Laurent POCHON (IENAC 94) and Cédric IBANEZ (IENAC 03).

Thanks to our IENAC 23 mentees: Aissata DIENG, Klara LAFAY, Jeanne DUPLAND, Maxine GUERIF, Emma PAILLART, Mayssem SNOUSSI, Luan COBAT, Julia RAVET, Maysoun BEN AFIA, Aïchatou DJATAOU, Clémence ICHE, Julie DAL LAGO, Charlotte STRASSER and Cyrielle VUATTOUX.

By Estelle TREVILLE,
Network & Communication Manager
ENAC Alumni



ENAC ALUMNI RUNNING CLUB RUN, MEET, SHARE!

Aviation isn't the only thing that unites ENAC alumni! Many of them also share a passion for running. It's in this sporting and friendly spirit that the ENAC Alumni Running Club was born, an initiative designed to bring together alumni from the school to run and share experiences.

A club open to all levels

Whether you're a seasoned runner or a motivated beginner, the ENAC Alumni Running Club is for you! The aim is simple: to create a space where everyone can progress at their own pace, challenge themselves and, above all, share a convivial moment with other running enthusiasts. There's no time limit, just the desire to get together and share a sporting moment.

Motivating objectives

The ENAC Alumni Running Club has several ambitions:

- Strengthen ties between alumni through a sporting activity accessible to all.
- Organize races by Chapters, allowing everyone to participate wherever they are.
- Launch fun challenges, such as finding alumni who completes the tour of ENAC the fastest! Only airport, Paris metro lines, etc.
- Participate in group running events, to defend the community's colors (e.g. Adidas 10k, Paris Marathon).

Successful outings in Paris and Toulouse

The club took its first steps in January with an inaugural outing in Paris.

The itinerary took participants along the quays, Tuileries and Place de la Concorde. Despite the chilly weather, energy and motivation were high! There was also an outing in Toulouse, along the quays of the Garonne and Ile du Ramier, ending at the Capitole with a complimentary waffle for our sports enthusiasts!



Whether you're running for performance or just for fun, the ENAC Alumni Running Club is the perfect opportunity to get together and work out. So, get your running shoes on and join us at the starting line!

By Jules LANGJAHR (IENAC 20)



PROMO IENAC 94: 30 YEARS OLD!

“No, you haven’t changed either!” was the motto of the IENAC 94 reunion evening, organized on November 30th with the support of ENAC ALUMNI and ENAC to celebrate its 30th anniversary as a class.

With a nostalgic trip to the ENAC Shop, an exploration of the campus to revive memories, an aperitif in the Foyer, a hearty meal in the Théâtre de Poche, and even an after-party for the die-hards, the evening was full of emotions and laughter.

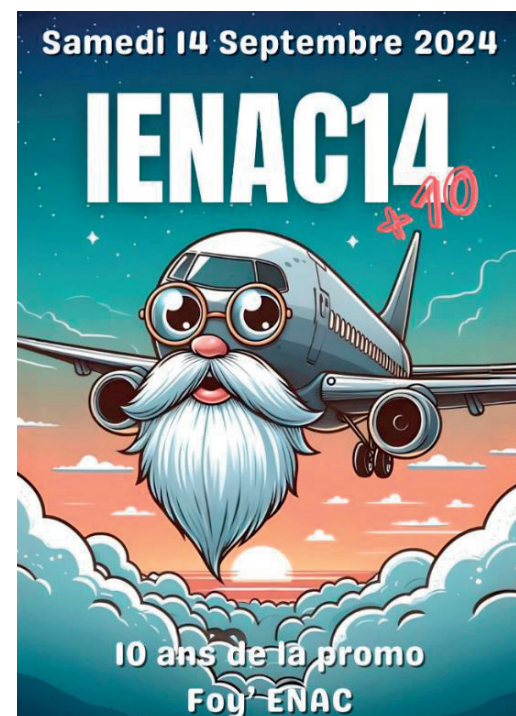
Masterfully organized by Jean-Mix, the event brought together 45 participants, IENACs and spouses, to the delight of all. The “trombinoscope” of the day revealed that, while we may have changed a little in the end, the spirit of the promo remained intact.

Although DJ R-One couldn’t join us, he was able to participate with a video, and by preparing a playlist that kept the mood up until the end of the evening, after a warm-up provided brilliantly by DJ Laurent K.

*By Muriel GIZARDIN (IENAC 94)
and Jean-Michel BIEL (IENAC 94)*



PROMO IENAC 14: 10 YEARS OLD!



On September 14th, ENAC was delighted to welcome the IENAC14 alumni to celebrate the 10th anniversary of their entry into the school. The event was an opportunity for participants to get together, share special memories and stroll the corridors (this time without exams in sight!).

The evening began with an opportunity for alumni, many of whom had come to the foyer, to remember the highlights of their time at ENAC. Discussions quickly resumed, as if the students said goodbye the day before.

The evening continued with an aperitif dinner, in a warm and festive atmosphere. Compared with previous years, a number of new topics were discussed: children, weddings and interior design were also on the agenda!

While the majority of our students became aeronautical engineers, some have taken paths that are, to say the

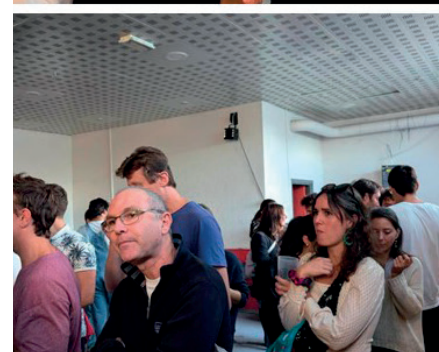
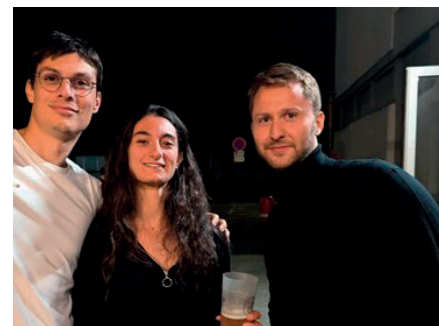
least... unexpected! From pharmacist to sports teacher to nutritionist, ENAC trains experts from all horizons!

Finally, former DJs took over the turntables in the foyer, hosting the late evening (with fond memories of rock classes!), bringing the evening to a close on a joyous note.

We’d like to warmly thank all the alumni for their participation, as well as ENAC Alumni and the ENAC management team for making this event possible, once again, by opening its doors to the class of 2014.

This anniversary marked a milestone in the life of this graduating class, and we hope that this reunion will lead to many more!

*By Yann DISLAIRE (IENAC 14),
Yoann ABADIE (IENAC 14),
and Maxime FOURAGE (IENAC 14)*



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PLUS D'INFORMATIONS

Let your career take off!



Olivier Chansou, ENAC President at the IENAC 21 Graduation Ceremony



IESNA 21 Graduation Ceremony



ENAC companies day 2024



ENAC, UDS, AIRBUS, ISAE-SUPAERO and Qatar Airways sign partnership agreement to promote aeronautical innovation in Qatar



Visit from the Minister for Transport, Mr Philippe Tabarot



Organisation of the 2025 hackathon 'Hack'célération 4.0' by Fly Impulse



ENAC wins EAG 2025



IENAC 21 Graduation Ceremony



First award of the Administrateurs de l'Aéronautique, du Spatial et du Transport Aérien (AASTRA) certificate



Advanced Masters Graduation Ceremony



Air Transport Advanced Masters graduation ceremony in Ivory Coast



First graduation of ENAC PhDs



Graduation ceremony in Hong Kong Advanced Masters in Air Transport Management HKIAA, Hong Kong International Airport Academy.



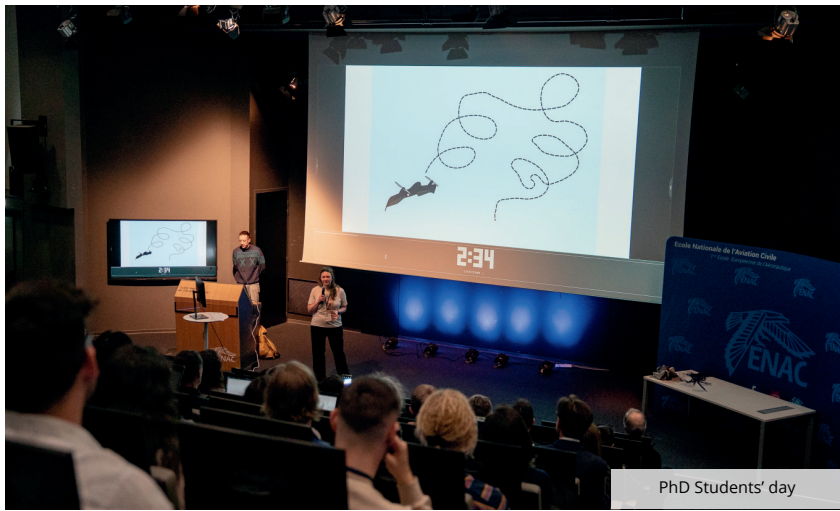
Airexpo 2024: the organising team with the Patrouille de France pilots.



Masters of Science Graduation Ceremony



GSEA 21B Graduation ceremony



PhD Students' day



Philippe Tabarot, Minister for Transport, talks to our students



Organisation of the 'Jamais un avion sans elles' event by ENVOL JE



EPL 21 Graduation Ceremony



ENAC at the SFMA 2025 at Le Bourget



MCTA 21B Graduation Ceremony



Installation of new laser projectors during renovation of the ATM Simulator Block rotunda



HACK'CELERATION 4.0

INNOVATING IN GREEN AVIATION

A weekend to design and innovate in green aviation: this was the challenge set to nearly 130 students from 12 different schools on January 31st, February 1st and 2nd at Hack'céleration 4.0, the fourth edition of the aeronautical hackathon organized by Fly Impulse, ENAC's entrepreneurial association.

Hack'céleration continues Fly Impulse's mission since 2021: to introduce ENAC students to the world of start-ups and entrepreneurship.

Whether at this event or at other gatherings organized by the association, Fly Impulse combines seriousness and conviviality, inviting experts from the aeronautical sector at Dassault or Airbus, as well as speakers from innovative start-ups such as Estuaire or Syntony

GNSS, in a jovial atmosphere open to exchange and creativity.

As soon as they arrived on Friday evening, the 130 students discovered the program, the weekend's issues and the resources for exploring the levers of decarbonization.

The teams, made up of students from engineering, business and economics schools, got to know each other at the Foy de l'ENAC during an icebreaker essential to the cohesion of the weekend.

The coaches joined the event on Saturday morning to meet the teams and answer their questions. The afternoon was devoted to personalized sessions, then participants continued their work late into the evening. Sunday morning was devoted to pitch training, coached by specialists.

The afternoon marked the highlight of the weekend: the selection rounds. Divided into six groups, the teams competed for a place in the final. The six best teams then presented their projects within five minutes in the amphitheater, in front of a jury and the public.

Three awards were presented:

- Best pitch: Flyte, a hybrid hydrogen engine for business aviation.
- Best business plan: SilentPulse, a thermoacoustic thermal regulation solution using airport noise.
- Most innovative solution: Air Space, which transforms decommissioned aircraft fuselages into housing or office space.

For some, the event was an eye-opener, whether from the world of aeronautics or the world of entrepreneurship. For others, it was a revelatory event: certain projects are developing and, we hope, will one day become successful start-ups.

Once again, Hack'céleration proved that innovation comes from a diversity of profiles, collective energy and an environment conducive to daring. All of which sets the tone for the fifth edition, which Fly Impulse is preparing with the ambition of making it even more memorable and inspiring.

By the Fly Impulse team





EUROPEAN AEROSTUDENT GAMES 2025: A MEMORABLE EDITION!

On March 13-16, 2025, Toulouse vibrated to the rhythm of the European Aerostudent Games (EAG), bringing together over 1,500 students from France, Spain, England, Italy and Germany.

Organized by ISAE-SUPAERO and ENAC, this event combining sport, competition and conviviality proved once again to be a must for students with a passion for aeronautics and space.

The 2025 edition was sponsored by Gaëlle GIESEN, Dr. in astrophysics, world record holder in diving and three-time vice-world champion in parachuting. Her impressive career and commitment to inclusion perfectly complemented this year's theme.

A strong theme: disability inclusion

This year, the EAG 2025 made it a point of honor to raise participants' awareness of disability inclusion through a wide range of activities and events. Initiations to seated volleyball (by asso RéAPS) and disabled archery (by Sylvain Rousseau) gave students a better understanding of the challenges faced by disabled athletes. This approach not only enriched the event, but also strengthened the spirit of openness and solidarity among participants.



An intense and varied competition

For three days, participants competed in a wide range of disciplines, from team sports such as soccer, basketball, volleyball and rugby, to individual events such as cross-country running, swimming, badminton and tennis, not forgetting pétanque - enough to delight everyone. An intense competition, marked by a spirit of fair play and an incredible level of performance.

But there's more to the EAG than sport! The festive evenings, intercultural exchanges and electric atmosphere enabled everyone to forge bonds, share powerful moments and leave with long-lasting memories. The event was also an opportunity for students to strengthen their network within the aeronautical world, meeting future colleagues and proudly representing their school.

By the ENAC EAG team



A RESOUNDING SUCCESS!

- An intense, hard-fought competition in a spirit of camaraderie.
- Encounters and highlights that will live long in memories.
- The 2025 edition broke records in terms of participation and commitment.

In the overall rankings, ENAC came out on top, confirming its excellence both on the ground and in the air!



ENAC FOUNDATION

FEMINIZATION, INCLUSION AND OPENNESS

A new sculpture in the ENAC landscape: a symbol of feminization, inclusion and openness..

At the entrance to the ENAC campus in Toulouse, a piece of art immediately catches the eye. "La petite-fille au cerf-volant" ("The little girl with a kite"), created by the Toulouse street artist James Colomina especially for ENAC thanks to donations from patrons of the ENAC Foundation, was installed on the roof of a building on the night of January 24-25, 2025. The sculpture does not just intrigue: it embodies the fundamental values that ENAC and its foundation uphold every day.

An art work that conveys meaning and values

Beyond its aesthetic appeal, this unique sculpture conveys strong and universal values such as creativity, openness, inclusion and pioneering spirit. It illustrates the desire to feminize the aeronautical sector and shows a little girl dreaming of aviation.

Known for his commitment and his need to create meaningful works, James Colomina has once again transcended the traditional boundaries of art to create a sculpture of great symbolic significance.



"Childhood dreams in a fast-flying world. This sculpture invites us to rethink aviation: dream without destroying, fly without forgetting the Earth. The little girl underlines the essential place of women in the world of aviation, inviting more inclusion and diversity in this field. This installation challenges us to dream of a future where aviation is both ecological and egalitarian."
James COLOMINA.

When art meets education and aeronautics

The artwork is part of an overall project designed to firmly anchor the school in its time, and strengthen the links between the worlds of art, education and aeronautics. Its "wild" installation at night, in the style of street art, represents a powerful artistic gesture.

According to Olivier CHANSOU, Managing Director of ENAC: *"The young girl with the kite embodies the values we stand for: the openness and feminization of our sector, and our commitment to environmental challenges. This sculpture, poetic and meaningful, invites us to dream of an inclusive future, in the image of tomorrow's aviation."*



Inspiration for all

The red artwork, the artist's signature color, has become a visual and cultural anchor at the heart of the school, as well as a place to meet and reflect. It has become an integral part of the school's identity, inspiring students, teachers, staff and visitors to the school, and also the general public, as the installation site has been designed to make it visible from outside the campus.

Through this artistic installation, ENAC is reaffirming its desire to go beyond words and embody its commitments, making them part of everyone's daily life and over the long term.

"Art is much more than a simple aesthetic expression. It can play a fundamental role as a vector of transformation and inspiration. It has the ability to unite people around strong values, boost creativity, open up new perspectives and encourage the emergence of innovative ideas. This artwork is a perfect reflection of the ENAC Foundation's commitment to the school's influence, and to contributing to an environment where excellence and openness are mutually feeding each other. It symbolizes the vision that we share with ENAC: a place where talents are fostered, knowledge is exchanged, and where the values of universality and progress echo each other".

Sadika HOUARI, Présidente de la Fondation ENAC.

By the ENAC Foundation team

« La petite fille au cerf-volant » can be seen at the entrance to ENAC on the roof of H Building.



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