

Air France employees break the law of silence



I Letter from François Robardet

Air transport in France, Europe and the rest of the world

N°1004, February 17, 2025

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Editorial

Dear readers,

Last week, the investigation by Radio France's investigative unit "Faced with sexual harassment and assault, Air France employees break the law of silence" was picked up by many media.

In this letter, you'll find Radio France's press release, Air France's response and the "Acting against violence and harassment in the workplace" charter.

I had planned to discuss in detail the OMNES seminar in June 2024 entitled "Ecological transition: challenges, impacts and social dialogue".

In view of current events, I will do so next week. As a preview, you can access the summary brochure on [the OMNES website](#).

*Happy reading!
François*

Monday's letter

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> Faced with sexual harassment and assault, Air France employees break the law of silence

(source Radio France) February 14, 2025

My comment: *First of all, my thoughts go out to the victims.*

Those who have the courage to reveal their identity and all the others.

The events reported, some of which took place in front of witnesses, are unspeakable.

Air France management has indicated that many cases have been the subject of sanctions (39 cases were collected by Air France in 2023-2024, 11 sanctions were pronounced during this period).

The procedures were carried out in line with the Air France anti-harassment charter signed in 2020 by most of the unions representing ground and cabin crew employees, but not by the pilots' unions.

The SNPL president explained that the SNPL had not signed the Air France anti-harassment charter, because "it's not adapted to our nomadic life," he said. We have fundamental principles in our society, such as the presumption of innocence. Often, the company can't close the file quickly, even when there's nothing to go on. As a result, they wrongly accuse a person who, in fact, had nothing to reproach himself for".

I'm flabbergasted by this explanation.

Regulations and laws are there to set limits.

Not to set limits on the grounds that some people might be wrongly accused is unacceptable.

You can find the full Air France response and the charter "Agir contre les violences et harcèlements au travail" ("Acting against violence and harassment at work") on [my blog](#).

Read the article:

"Make elegance fly ever higher." Such was the slogan of Air France's latest advertising campaign, supported by a clip in which we saw a woman dressed in a dress with an infinite train climb the steps of the Eiffel Tower, to a song by Juliette Armanet. Behind the glamour, Radio France's investigative unit uncovered a completely different reality: that sexist and sexual violence is commonplace within the company, and according to numerous testimonies and exclusive documents, seems to be part of the corporate culture.

Most of the flight attendants who agreed to confide in us use their real first names, because they want, they say, "the shame to change sides". Among them is Mathilde, a flight attendant who has worked for Air France for over twenty years. "Sexist behavior is part of my daily life, and I've learned to deal with it," she says. But in October 2021, Mathilde is leaving for two days on a Paris-Casablanca rotation via London.

The purser, her direct superior, won't let her go, even in the middle of a flight: "When I'm preparing my equipment, I squat down, he holds me by the hips with his hands and presses his sex against my back. I tell him to stop and he replies: 'But you don't realize how much you're exciting me. He slams me against the ovens with both hands on my breasts, and I push him away before taking refuge in the cockpit."

A two-day ordeal for a stewardess

Once we arrived at our destination in Casablanca, the ordeal continued. Mathilde was feeling very ill, so she decided not to join the rest of the crew for a drink and went alone to the spa. On her way out, the cabin attendant who had assaulted her on the plane was waiting for her at the reception desk: "He pulled me towards him and kissed me, in full view of the spa staff. I push him away, saying: 'Are you crazy? Then he untied the knot in my bathrobe, I was in my bathing suit and he said to me: 'Ah, I was sure you were well groomed'. And on the return flight, same thing, I'm getting my gear ready, he grabs my hand and puts it on his erect cock".

Mathilde was petrified at the time: "I'm in the middle of my work, I say to myself: the

passengers are right next door, I can't scream or jump out of the plane's door or lock myself in the toilets, I have to look after the passengers!"

Back in Paris, Mathilde immediately alerted one of her direct superiors. "I tell her I'm not feeling very well, that I've been on rotation with a cabin attendant who's been giving me a hard time, and she says, 'Oh really, what's his name?' I give her his name and she says, 'Oh him, with all the pots and pans he's got up his arse, he's really going to end up in trouble'. I was flabbergasted.

In June 2022, Mathilde lodged a complaint, and a police officer put into words what she had experienced: "harassment and sexual assault". According to the Nanterre public prosecutor's office, the complaint is still under investigation. At Air France, however, Mathilde's case was quickly dismissed. "I'm told he denied it. That's what they say. It's his word against mine. And obviously his word is worth more than mine," says Mathilde. Has Air France tried to contact the spa employees? The company did not reply on this point, but a source close to the management explains that it is not its role to "take the place of the police".

However, the behavior of this cabin attendant seems to be well known within Air France. He denies all Mathilde's allegations. He points out that "Air France's internal investigation led to the case being shelved outright", and asserts that he has "never experienced this type of behavior within the company". However, two stewards told us they had witnessed harassment by this cabin attendant.

"A dream that turned into a nightmare

Mathilde's story is far from isolated. Juliette had a similar story. A stewardess with Air France for six years, she recounts being sexually harassed on several occasions, always by superiors, notably during a Paris-Caracas flight in 2019: "It started with some unhealthy remarks whispered in my ear, such as slightly salacious songs. He'd say to me: 'When we get to the stopover, we'll meet in your room'. Some hands were moved down to my hips. Once we got to the stopover, he wanted to sit next to me on the bus, and it continued, he kept suggesting we meet in the room. The next day he did it again, and it lasted until the end of the rotation." After another episode of harassment, this time on a flight from Paris to Bamako, Juliette also decided to report the facts to management: "I was heard by the Quality of Life at Work department. They told me it was serious and that they were going to do the rest of the work, and that I'd done the right thing by speaking up, because at Air France we're really fighting against this. But then, nothing".

Juliette remained without any news for over six months, even though an anti-harassment charter stipulates that all reports must be dealt with within a maximum of eight weeks. Under this charter, the supervisor who receives the report must put it in writing. But Juliette's testimonial was not: "I realized that the Quality of Life at Work department should have had me sign a document, but they never did. Without

this document, Air France could not carry out an internal investigation. It's very likely that I just had an appointment and then nothing was done."

This episode was particularly difficult for Juliette: "I fell into a depression. It's hard, because it was a dream to become a stewardess and join Air France, and it turned into a nightmare. It's not right to keep sexual predators on board our planes. Not only for us stewardesses, but also for the passengers. In fact, Air France protects the aggressors, not the stewardesses".

Contacted, **Air France categorically denies protecting the aggressors, and assures us it applies "zero tolerance", with "sanctions that can range from a letter of observation to dismissal"**. However, other testimonies, such as that of Julie, a flight attendant for six years, undermine this claim. Julie recounts having been assaulted during a stopover in 2019, while the entire crew was gathered in the captain's room. A steward, seated next to her, touched her breast despite her protests. She tries to leave in a hurry, but the steward grabs her breast, encouraged by the pilot who laughingly says, "Go ahead, touch it!" On her return to Paris, she reported the incident to the airline, which summoned her to present a letter of apology from the steward, as Julie's lawyer, Mylène Hadji, recounts: "He explained that he was extremely tired, that he'd been drinking champagne. He also said he was sorry for having caused her pain. We're talking about a sexual assault here! So the facts are being played down. But above all, at the end of this letter, Air France dictates a sentence that she must write: "I declare that I accept the apologies of monsieur". Air France management is in fact asking her to undertake not to take legal action against the steward and the company. However, dissuading a victim from lodging a complaint is punishable under the Criminal Code by three years' imprisonment and a fine of 45,000 euros."

"A corporate culture, known and valued"

Dominique, too, was kind enough to testify to Radio France's investigation unit. In 2021, she reported to management after an evening out at a restaurant, during which she recounted being harassed by two pilots. "During the meal, they made obscene remarks. As I was leaving the restaurant, I inadvertently dropped my credit card, which fell at the driver's feet. He then spreads his legs, picks it up and rubs his sex with it before putting it in his mouth. He then passes over the table, sticks to my face and I understand that he wants me to retrieve my bank card with my mouth."

One of the pilots, contacted by Radio France's investigative unit, claims to have been "cleared" by his management. The second did not reply. Dominique, who also reported the incident to management, insists she has had no feedback from management on possible sanctions, while a steward present at the restaurant confirmed her version of events. The behaviour of one of the two pilots was also reported as harassment by another female airline pilot.

Fear is also what dissuaded Caroline from reporting the numerous incidents of harassment and assault she says she has suffered throughout her career at Air France: "Assault and harassment are part of the company culture, known and valued. I was touched, groped, insulted and called a 'whore' in a very ordinary way. My superior told me I had a good head for "sucking cock". I've had colleagues rub up against me, tackle me to a partition, press their pelvis against my buttocks and give me a kidney blow. Every time something happened to me, it was seen as something really funny. So how can you complain? Especially since **you have the feeling that if you speak out, you'll be putting yourself in danger because you'll be blamed, and that if you question your superior, and even worse a captain, you know they'll make your life miserable.**"

An explosive report

Air France explains that all employees are treated equally, whatever their function or hierarchical level. In June 2022, the company's executive committee issued a statement to its 40,000 employees on the company's internal network. In this video, which was obtained by the investigative unit, Anne Rigail, Air France's CEO, asserts that victims must be "considered", and the Air France regulations "applied without complacency": "It's a question of respect for the 40,000 Air France employees and protecting the image of our company", she concluded.

Here again, this official line seems to be undermined by **an audit report dated September 2024**, commissioned by Air France's Social and Economic Committee, to which Radio France's investigative unit was given access. **According to this report, victims of sexist and sexual violence keep silent out of "fear" that "their report will not be taken seriously"**. This is confirmed by Marie, another stewardess: "I was the victim of an assault by a steward in 2017. I filed a complaint and was left with 30 days' total work incapacity (ITT), but Air France just referred me to a doctor who questioned my word. I told him that there was an omertà on the subject at Air France, to which he replied that he couldn't let me say things like that and that if I continued like that, things would get really bad for me."

Juliette was also referred to this doctor: "He asked me if I'd said no, if I'd had a provocative attitude. This interview was supposed to have a therapeutic purpose, in fact, it made me feel guilty."

Pilots point the finger

Still according to **the audit report**, almost half of flight attendants operating on long-haul flights consider their relationship with pilots to be awkward or very awkward. It even **concludes that pilots are "omnipotent"**, "maintained by management". Beyond this, the report's authors point to a "context of permissiveness with regard to the most serious and reprehensible actions", which Carl Grain, captain and president of the Air France section of the national airline pilots' union (SNPL), contests, stating: "Reports are taken seriously by the company. There are things in

place. There's a charter." **Carl Grain admits, however, that the SNPL did not sign Air France's anti-harassment charter, because "it's not adapted to our nomadic life," he says. We have fundamental principles in our society, such as the presumption of innocence. Often, the company can't close the file quickly, even when there's nothing to go on. As a result, they wrongly accuse a person who, in fact, had very little to be ashamed of".**

A view widely shared by the pilots' guild, according to another internal document: a written record of a recent meeting of Air France's Health, Safety and Working Conditions Committee, dated December 17, 2024. On that day, pilot representatives explained that they were "suffering" and "traumatized" by investigations which, they said, were "dragging on and on". Present at this meeting, the person in charge of harassment issues for the pilots spoke of the victims in a rather surprising way. According to her, 80% of employees who report harassment are "low performers who do it to protect themselves". In other words, employees considered to be low performers. Air France, for its part, points out that "if such remarks have been made, they are unfounded".

However, **the flight attendants are not the only ones to testify to this reality. Lucie, a flight captain, also told us:** "I'm a training captain. If they do that with me, who's their superior, I'll let you imagine how they behave with the stewardesses. Every time I've been subjected to this sort of thing, I've reported it to management, but there's never any sanction. I even went to see Anne Rigail in person recently to alert her to the situation. But nothing happens. There's nothing we can do. The pilots are all-powerful," she complains.

Not knowing who to turn to within Air France, many women turn to outside structures, as Mathilde, a lawyer with the Association contre les violences faites aux femmes au travail (AVFT), which assists several stewardesses from Air France and its subsidiary Transavia, explains: "The women who come to us are in distress. They have first suffered sexual violence and then additional violence from their company's inaction, which does not want to protect the victims and prefers to keep the harassers or aggressors". Air France contests this, believing that "behaviour of this nature has no place within the company".

Unions sound the alarm

For the first time, two unions have spoken out against what they see as management's inaction in the face of sexist and sexual violence. Bruno Merabtene is a delegate for the SNPNC union, representing flight attendants: "There are gaps in the investigations. Either there are no sanctions, or there is a sanction, the level of which we don't know, or we don't even know if there is a sanction. The anti-harassment unit has to work completely independently, but it's attached to management! And when we ask for a poster campaign, we're told that it's not planned because of... ecological concerns! Coline Brou is also an SNPNC delegate.

According to her, the most urgent thing is to train staff: "Managers are trained, but we've been asking for years that all employees (stewards, flight attendants and pilots) undergo compulsory face-to-face training. **On the pilots' side, we must have around fifty people trained, which is really ridiculous.**"

Training for all is also being called for by another pilots' union, Alter, which represents just over 10% of the profession at Air France. Since 2021, the union has been alerting management by means of letters addressed to management, which Radio France's investigative unit was able to consult. These letters refer to the "trivialization" of behaviors that can lead to "dramatic" situations and even jeopardize "flight safety". Benjamin Roy is a pilot and president of the Alter union: "In 2021, we noticed that several female pilots were complaining about sexism and sexual harassment. So we decided that all pilots would need training. And we asked Air France management for meetings. They told us they were taking the subject seriously, but so far the only thing we've got is... a mural." This was a poster featuring scenes of ordinary sexism, with drawn characters, and a reminder of the law. It was displayed for several months in staff-only areas at Roissy and Orly, before disappearing in 2023.

For its part, **Air France explains that nearly 20,000 employees from all the company's departments have taken training courses on harassment in 2023 and 2024, and that other awareness campaigns have been launched.**
(...)

> **Schiphol Group announces positive results for 2024 and invests in future growth**

(source Business AM) February 15, 2025

My comment: Schiphol Group's growth forecasts appear to contradict the announcements made by KLM, the main airline using Dutch airports.

If the Schiphol Group's investment plans are confirmed, there is every reason to fear that charges will rise sharply, on top of recent and future tax increases.

This situation could jeopardize KLM's turnaround.

Read the article:

Schiphol Group has achieved a positive result for 2024, encompassing Amsterdam Airport Schiphol alongside Eindhoven Airport, Rotterdam Airport The Hague and Lelystad Airport. This success is reflected in the company's annual

financial report.

At the same time, the Group is investing significantly in improving the quality of its airports. According to CFO Robert Carsouw, at ANP it is essential to further improve results to support short- and long-term investment ambitions.

Griup Schiphol generated impressive sales of over €2.2 billion last year, a significant increase on the previous year's figure of over €1.8 billion. After adjusting for exceptional gains and losses, **a profit of 280 million euros was achieved, compared with 101 million euros the previous year.**

(...)

In addition, **last summer the airport operator unveiled plans for ongoing investments of several billion euros over the next five years**, focusing on infrastructure, working conditions and service quality, for a total of 6 billion euros.

Schiphol handled a total of 473,815 flights in 2024, bringing it close to the 496,826 flights recorded in 2019, the last year before the COVID-19 pandemic significantly affected global air transport. These flights carried 66.8 million passengers, confirming the report published this week by ACI Europe, which ranks the Netherlands' largest airport as the fourth busiest in Europe, behind Paris Charles de Gaulle.

Despite rising ticket prices, Schiphol continues to see strong demand for air travel. The company expects further growth in flight and passenger numbers this year. However, its long-term outlook is less certain, due to plans to reduce the number of flights. On the other hand, it expects passenger numbers to continue to rise, thanks to airlines' use of larger aircraft.

> Will Air Europa go Chinese?

(source Mistertravel) February 7, 2025

My comment: Excluding low-cost carriers, Air Europa is currently the largest airline in Europe not belonging to one of the big three (IAG, Lufthansa and Air France-KLM). This underlines the strategic importance of its acquisition.

Back in 2015, the HNA Group, owner of Hainan Airlines, began negotiations to acquire a stake in Globalia, owner of Air Europa.

According to the Spanish press, the deal fell through when Globalia chairman Juan José Hidalgo was indicted for alleged fraud.

Read the article:

Chinese carrier Hainan Airlines' interest in Air Europa is putting pressure on Air France-KLM, Lufthansa, IAG and Etihad Airways, the groups that have expressed interest to date. China's largest private airline plans to expand its collaboration with the Spanish airline following its code-share agreement for routes between Spain and Latin America.

According to Spanish business media Cinco Días, the entry of a Chinese investor into Air Europa could strengthen the Spanish airline's position in the Asian market and open up new routes. However, the deal also poses regulatory challenges, since European regulations limit the participation of non-EU investors in European airlines.

For its part, **Globalia, which owns Air Europa, is preparing a capital increase to bring in a 20% partner, while HNA Aviation has been studying its presence in Europe for years.**

> **Ryanair withdraws from European markets as air taxes rise**

(source Voyages d'Affaires) February 17, 2025

My comment: No, Ryanair is not withdrawing from European markets.

It does not have the possibility of doing so, except to find new destinations outside Europe to use its fleet, which is not shrinking .

Instead, Ryanair seems to be reducing its activity on the least profitable routes.

This allows it to wait for deliveries of the B737 Max, which have been delayed by the problems encountered by Boeing.

The upside for Ryanair is that it increases the pressure on the local authorities that have been left behind. They will have to increase their subsidies to bring Ryanair back!

Read the article:

Whether you like Ryanair or not, **the Irish ultra-low-cost carrier is Europe's leading airline**: 197.1 million passengers carried in 2024, 94 bases in 37 European

countries, 237 destinations and 610 aircraft. Its success is reflected in its aircraft load factor: 92% in the third quarter of its 2024/2025 fiscal year.

A positioning that normally gives Ryanair real leverage over the various civil aviation and airport authorities across the continent. Except that **politicians don't seem to be impressed**. Since the end of the Covid pandemic, air transport has been under increasing pressure from rising taxes in most European countries.

With the exception of Sweden, Greece, Hungary, Poland and Portugal, European countries have seen massive tax increases since 2022 . Germany, Austria, Ireland and the Netherlands have all jumped on the bandwagon. In 2025, Denmark, Belgium, Italy and France increased their taxes. Or are preparing to do so.

Many European governments justify these increases by the need to finance the decarbonization of the airline industry and tax polluters more. Except that, according to the "Airlines for Europe" (A4E) association, very little of the 4 billion in taxes paid in 2022 by the association's member airlines actually goes towards decarbonizing the industry and research into the production of green fuel (SAF). Only Denmark has decided to fully allocate the proceeds of its new air tax to the development of SAF*.

There are also increases in airport and air safety charges.

These decisions are regularly denounced by Ryanair, which threatens to reduce its presence in many countries as a result. In 2024, this was the case in Germany, with a significant reduction in the airline's presence in Berlin (-20%).

This year **in Germany**, Ryanair will cease service to Dortmund, Dresden and Leipzig, and reduce its presence in Hamburg by 60%.

In France, Ryanair has closed its Bordeaux base following an increase in airport taxes. The carrier has already threatened that other regional airports could follow suit with the introduction of the solidarity tax increase on March 1.

Pruning continues this year. Ryanair has announced the closure of its Aalborg and Billund bases **in Denmark at** the end of March. This means the disappearance of 32 routes.

Rising operating costs **in Spain** also justify a sharp reduction in activity in that country, according to the company.

(...)

In Italy, Ryanair is reducing its presence at Rome-Fiumicino due to a new municipal surcharge starting on April 1. The company has also withdrawn one aircraft from

Vienna.

In Belgium, the new government plans to increase the boarding tax, due to be introduced in 2022. This tax, which is €2 for flights over 500 km within the European Union and €4 for flights over 500 km outside the EU, is set to rise to €5. Will it have an impact on the Ryanair network, one of whose biggest European bases is Charleroi-Bruxelles Sud airport?

(...)

From the UK, Ryanair will concentrate more on London Stansted, its leading European airport. This spring, the carrier will relaunch two flights a week to Clermont-Ferrand. It is also planning new flights from Marseille to Stockholm-Arlanda and from Toulouse to Bristol and Manchester. However, we are now waiting for the low-cost carrier to withdraw from French airports with more modest passenger traffic...

Will Ryanair's network continue to shrink over the coming months? In any case, the disappearance of routes generally means higher ticket prices. After all, Ryanair is still the cheapest of all low-cost airlines.

*Since January 1, the air tax from Denmark has been Dkr 50 (€6.70) for Europe, Dkr 310 (€41.60) for medium-haul and Dkr 410 (€55) for long-haul.

> **Comac, the Chinese rival aiming to upset the Boeing/Airbus rivalry**

(source France24) February 12, 2025

My comment: *Between will and power, the gap for Comac is considerable.*

The Chinese manufacturer can compete with Airbus and Boeing in China.

It will have a harder time exporting. Its C919 medium-haul model is heavier and uses more fuel than its A320 and B737 Max counterparts.

To illustrate Comac's dependence on foreign suppliers, here again is the infographic highlighting them:



Read the article:

Comac is off to a spectacular start. The state-owned Chinese manufacturer has booked 300 orders for its C919, compared with 615 for Airbus' A320 and 415 for Boeing's 737 Max in 2024, a historic performance in the aeronautics sector, boosted by the dynamism of its domestic market.

In detail, **Comac benefited from two solid orders for one hundred C919s from Air China and China Southern.** China's leading private airline group, Hainan Airlines, signed for 60 aircraft. In 2023, China Eastern, the first airline to operate the C919, also placed a mega order for a hundred aircraft.

This breakthrough represents a definite loss of earnings for Airbus, 20% to 25% of whose medium-haul production is destined for the Chinese market, notes the business newspaper Les Echos.

"Given the distances involved, air travel is essential in China, and Asia as a whole represents a considerable market for the airline industry", points out Marc Ivaldi, professor at the Toulouse School of Economics (TSE).

With rising living standards, China will become the world's biggest air market this year, ahead of the United States, with 1.6 billion passengers expected by 2037 (up from 610 million in 2018), according to forecasts by the International Air Transport Association.

(...)

Between Boeing's setbacks and lengthy delivery times, the "made in China" aircraft is hoping to do well in the coming years, while Europe is also expected to see a sharp rise in air traffic. According to Eurocontrol, it could jump by 52% by 2050.

(...)

To attract foreign airlines, Comac could be aggressive on prices and try to win over emerging Asian countries such as Vietnam and Cambodia. But here

again, the gamble is far from won. "Discounts would really have to be very substantial, because the cost of operating the C919 is still much higher than that of an A320, and airlines can already obtain discounts of 30 to 35% from Boeing and Airbus", explains Marc Ivaldi.

(...)

"The C919 still uses a lot of components produced in Europe and the United States, particularly those from subcontractor Safran, which will benefit from very large orders. Ultimately, in this interconnected world, European aeronautics will benefit from this aircraft", explains Marc Ivaldi.

Electrical wiring, armored cockpit doors, pilot seats, on-board computers... In all, experts estimate that almost half of the value of this Chinese-assembled aircraft relies on Western suppliers. In particular, the C919 uses two engines co-produced by French Safran and American GE Aerospace, the same as those on its direct competitors, the Airbus A320neo and Boeing 737 Max.

(...)

> Aircraft manufacturer ATR presents its plans for a new model and increased production rates

(source Les Echos) February 12, 2025

My comment: Even if CO2 emissions from regional aircraft represent a very small proportion of air transport's CO2 emissions, ATR's announcements are a bad omen.

Read the article:

Is status quo a winning strategy at ATR? **After touting a project for a carbon-free hybrid aircraft for 2030 (the ATR EVO), as well as a new version of the ATR 42 short take-off and landing (STOL), the manufacturer of regional propeller aircraft has finally decided to postpone or postpone its projects** "in order to concentrate on strengthening the competitiveness of its current products", according to its executive president, Nathalie Tarnaud Laude.

The ATR 42-600 STOL project, launched in 2019 by previous management, **has been abandoned for lack of sufficient commercial prospects.** A market study revealed that the number of airports requiring this type of aircraft had fallen sharply since 2019.

As for the EVO project, while ATR maintains its commitment to developing a less polluting hybrid model, **the deadline has been pushed back to 2035, in the absence of a new engine on the horizon,** said Technical Director Daniel Cuchet.

The targeted reduction in CO2 emissions should not exceed 20%. Only the goal of being able to fly on 100% sustainable aviation fuel by 2030 remains valid.

This status quo also applies to production. While orders are on the rise, deliveries made little headway last year, with 35 aircraft delivered in 2024 (+ one already ready), compared with 36 in 2023. And 2025 looks set to be no different, with ATR's CEO aiming to "stabilize production", which is still subject to supplier delivery delays. "In the second half of the year, we'll start preparing for the ramp-up to 2026," she adds.

The return to pre-Covid production levels (68 aircraft delivered in 2019 and up to 78 in 2017) is therefore **not for tomorrow**. As for the prospect of rising to 80 deliveries a year by the end of the decade, evoked in the past, this is apparently no longer on the cards. Things have changed," assures ATR's CEO. As things stand, I think we could go up to 60." As for the possibility, regularly raised, of a stretched version with 90 to 100 seats, there is no longer any question of it.

(...)

In her opinion, **ATR has no need to launch new models, as its two aircraft, the ATR 42 and ATR 72, launched in 1981 and 1989 respectively, remain "the best offer available in our market segment"**.

"ATRs remain more competitive than jets on routes over 300 miles," she stressed. The ATR president points to the strong growth in orders, from 36 in 2023 to 56 in 2024, and an order book of over 150 aircraft, which grew again last year.

(...)

> [Thales, Amelia and Breakthrough Energy Contrails launch one of the world's largest contrail avoidance experiments](#)

(source Thales) February 13, 2025

My comment: *The debate on the real impact of condensation trails is far from settled.*

The figures given in the Thalès press release (reduction in the climatic impact of each flight by up to 40%) should be treated with caution.

Nevertheless, the solution presented by Thalès is a step forward. Its deployment will be all the more encouraged if its cost can be offset by the CO2 emissions avoided.

Read the article:

Thales, in partnership with Amelia and Breakthrough Energy Contrails, has taken a major step towards more environmentally-friendly aviation, by implementing an innovative solution to avoid condensation trails.

Since June 2024, Thales' contrail avoidance solution has been deployed on all Amelia airline Paris-Valladolid rotations, operated by Embraer ERJ145 aircraft. This initiative is part of the DECOR project, supported by the France 2030 investment plan.

Contrails, the artificial clouds produced by aircraft, trap the sun's heat, playing a role similar to that of greenhouse gases and thus contributing significantly to global warming. The impact of contrails can account for a significant proportion of aviation's total climate footprint, rivalling that of CO₂.

By integrating its solution into Amelia's Operational Control Center (OCC) tools, Thales is enabling OCC operations agents to directly retrieve alternative routes to their flight plans, combining controlled operational impact with a significant reduction in contrails.

When a significant impact of contrails is detected, the Thales solution, Flights Footprint, proposes flight alternatives enabling a significant reduction in the total climatic impact of the flight, up to minus 40%. This flight optimization relies solely on adjustments to aircraft altitude, without altering their route, which keeps additional kerosene consumption below 3%.

(...)

Based on proven scientific principles, this innovative solution uses the latest weather forecasts and the most advanced climate models provided by Breakthrough Energy Contrails, to optimize the flight plan. At the end of each flight, these climate models, enriched by meteorological re-analysis data, are applied to the aircraft's actual trajectory, in order to assess the effectiveness of the avoidance of contrail formation zones. In addition, the installation of a ground camera, supplied by Reuniwatt, enables the effectiveness of the solution to be validated through direct observation of the contrails, thanks to analyses carried out with the digital services company SII.

(...)

This accessible and easily deployable solution opens up new horizons for all airlines, paving the way for more sustainable and responsible aviation worldwide.

(...)

End of press review

> Air share price trend

Air France-KLM shares closed at **8.528 euros** on Friday February 14. Over the week, it is **up (+4.00%)**.

It was 13.60 euros on January 1, 2024, 8.23 euros on July 1, 2024, and 7.604 euros on January 1, 2025.

The analysts' 12-month average (consensus) for AF-KLM shares is 9.23 euros (it was 17.50 euros at the beginning of January 2024). The highest price target is 12.50 euros, the lowest 6.45 euros.

I only take into account analysts' opinions after July 1, 2023.

You can find [details of the analyst consensus](#) on my blog.

***My comment:** After hitting an all-time low in mid-January, Air France-KLM's share price has recovered by 18%.*

Nevertheless, it remains extremely low.

> Fuel price trends this

The price of a barrel of Jet Fuel in Europe is stable at \$95. It was \$94 at the end of June 2023, and \$79 before the outbreak of war in Ukraine.

Brent crude oil (North Sea) is stable at \$75 per barrel.

From mid-February 2022 to the end of July 2022, it yo-yoed between \$100 and \$120. Since then, it has oscillated between \$75 and \$99.

***My comment:** Over the past two months, oil prices have shown little change. It is at a two-year low.*

The price of jet fuel had bottomed out at \$85 in mid-December. For the past three weeks, it has been stable at around \$95, a fair price for airlines.

> Corporate Mutual Funds

When you invest in one of Air France's FCPE funds, you obtain shares in these funds. You do not hold shares directly.

It is the Supervisory Boards, which you elected in July 2021 for a five-year term, that manage the funds and make the decisions.

The Partners for the Future, Aeroactions, Majoractions and Concorde funds only hold Air France shares.

The Horizon Épargne Actions (HEA), Horizon Épargne Mixte (HEM) and Horizon Épargne Taux (HET) funds manage portfolios of various equities.

My comment: If you'd like to find out more about how the various Air France FCPEs are managed, please visit [the Air France-KLM Employee Share Ownership section of our navigation website](#).

Details

This information does not constitute a solicitation to buy or sell Air France-KLM shares.

You can react to this press review or send me any information or thoughts that will help me to keep you better informed.

By return, you can ask me any questions you may have about the Air France-KLM group or employee share ownership...

See you soon.

To read my latest letters, [click here](#)

If you like this letter, please pass it on.

New readers can receive it by [giving me](#) the email address of their choice.

| François Robardet

At the forefront of more responsible European aviation, we bring people together to build the world of tomorrow.

(Air France-KLM's raison d'être)

I represented current and former Air France-KLM employees. You can find me on my twitter account @FrRobardet and on LinkedIn.

This newsletter deals with the airline industry around the world and topics related to Air France-KLM shareholding.

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