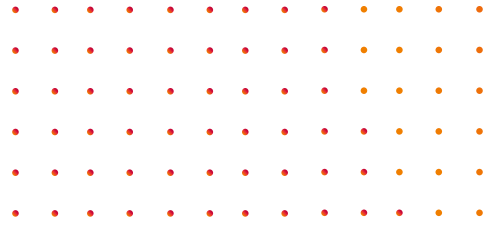




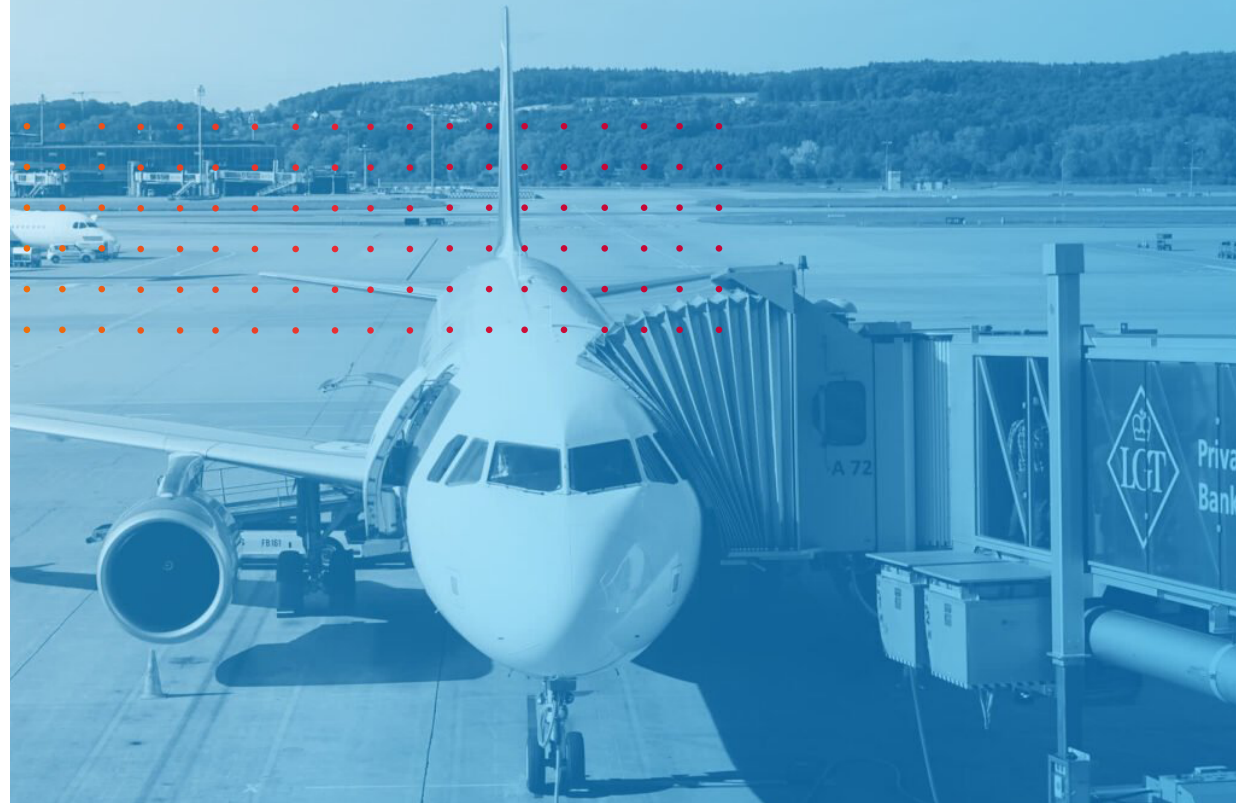
— **Managing Director**
Airlines for Europe (A4E)



Dober Partners
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About Airlines for Europe

A4E is looking for a new full-time energetic Managing Director (MD) who can drive A4E forward, ensure members are engaged and take on the significant challenges and opportunities facing the aviation sector. The Executive Search firm, Dober Partners has been retained to draw up a shortlist of prospective candidates against the criteria set out in this document and will work with the Selection Committee of A4E. The process will be open to all qualified candidates.

Thomas Reynaert will leave as MD of A4E to pursue a new leadership role in February 2023. To ensure a smooth transition, the Selection Committee will interview shortlisted candidates in January 2023.





About the sector and A4E

Aviation has contributed to the strengthening of ties between citizens, businesses, and governments across borders, materializing the cornerstones of European integration – the free movement of people and goods. The industry is an economic enabler, supporting investment, tourism, trade, and job creation, including in remote and peripheral regions of Europe. Overall, aviation directly and indirectly supports an estimated 9.4 million jobs and contributes €624 billion (4%) to EU GDP.

Recognizing the transformation of the airline industry and the considerable challenges it faces in Europe, the CEOs of Air France-KLM, easyJet, IAG, Lufthansa Group and Ryanair came together in 2015, uniting beyond traditionally perceived divides between legacy and low-cost carriers. In an unprecedented way, the five largest European airlines decided to form a single voice for aviation's most pressing issues in Brussels. They were convinced that there could no longer be a delay in defining a clear long-term vision for aviation in Europe, and that the achievements and benefits of 25 years of the single market could be further enhanced through bold policies that would benefit consumers, ensuring a continuous, sustainable, safe, and competitive air transport market. Emboldened by the lack of progress made by previous EU airline associations, Airlines for Europe (A4E) successfully launched in January 2016.

Today, A4E counts 16 leading airline groups as its members, representing most of European air traffic. New carriers both big and small, low-cost, legacy and cargo have joined. Beyond airlines, global manufacturers such as Airbus, Boeing, Embraer, and GE have also become members of A4E.

Working together for a sustainable and competitive aviation industry

A4E's unique set up stems from a clear focus on issues that affect the mobility of passengers and goods and impose significant burdens on airlines. We want to be a part of the solution, ensuring that the right actions are taken to improve air connectivity with the lowest possible carbon footprint. The right balance needs to be found to promote sustainability while supporting the industry's competitiveness to the benefit of travelers and businesses across Europe.

Artificially determined levies, inadequate regulation and outdated legislation stand in the way of this objective. To that end, A4E has launched campaigns promoting long-term solutions to reduce the environmental impact of aviation, including the use of sustainable aviation fuels, reinvigorating EU airspace reform, tackling airport market power and excessive charges, eliminating unjustified aviation taxes, and developing fair and balanced passenger rights. With rising concern over Europe's economic competitiveness, the digitalisation of societies and industries, global security threats and pressures on Schengen's internal borders, airlines are committed to playing a key role in facilitating the safe and secure flow of passengers and goods to, from and within the continent.



Role of A4E's MD

The MD is responsible for delivering the objectives of the association, the operation of the association's secretariat, and for the management of the association in accordance with the general guidelines set out by A4E's Steering Board. In addition to operating under the direct supervision of the Executive Committee, they also interact with the association's Steering Board, which is composed of the Full Members' CEOs.

The new MD should have the personality, intelligence, and drive to further A4E's mission to foster a sustainable and competitive aviation industry for Europe. The MD must drive A4E's mission and represent airlines' views and voice opinions so that policymakers and stakeholders understand how aviation contributes to the European economy and society. The MD will need to articulate a common vision that will bring members and key stakeholders together around common positions and actions. The MD should develop a strategy for A4E, its positioning and future, taking it from its start-up roots to the next level of a mature 'go-to' association. The MD should nurture the membership base, ensuring the A4E membership value proposition is clearly understood, thereby generating Member satisfaction and retention.

The MD will propose, develop, and draft strategies for Executive Committee approval aimed at influencing European institutions and international organisations developing

policies affecting A4E's members. The MD also manages day-to-day association activities, including the management of staff and the budget, working in conjunction with the Board.

More specifically A4E's MD should:

- Promote the reputation of aviation in Brussels and the EU Member States.
- Articulate and promote a clear European vision for A4E and the sector.
- Campaign for and champion European airlines.
- Develop a strategic view on A4E's priorities and help to set A4E's agenda on EU policymaking and achieve the objectives set out by its members.
- Stimulate, guide, and advise the Executive Committee and the Steering Board as appropriate.
- Act as a trusted partner, internally and externally.
- Inspire confidence among A4E's members and stakeholders.
- Be informed of key EU policies early so that the membership can act and react appropriately.
- Activate and mobilise A4E's networks in Brussels and the Member States.
- Be proactive not reactive.
- Participate in relevant conferences and public events.
- Listen to and meet members' needs.

Required Knowledge for the successful candidate

The successful candidate will possess personality traits, knowledge and skills associated with great association leaders, including the following:

- Good public speaker, able to engage and influence an audience.
- Competent manager who can lead the secretariat and manage the association on a sound business footing.
- Ability to distil and communicate complex thoughts, in a clear manner.
- EU expert and great lobbyist.
- Fluent English, with other major European languages ideally.
- University educated.
- Minimum of 15 years relevant work experience.
- Experience of managing people and commercial acumen.

Please note that although aviation and transport policy experience are real assets in this role, they are not essential for top candidates who have the potential to be both great leaders and advocates for European airlines.



Recruitment Process



If you wish to apply for this exciting position, please contact the Executive Search team at Dober Partners (contacts below), as soon as possible to qualify for interviews starting in January 2023.

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